

City of Long Beach

Proposed Three-Year Financial Strategic Plan

Fiscal Year 2004 Through 2006

Gerald R. Miller, Acting City Manager

January 28, 2003

City of Long Beach

Proposed Three-Year Financial Strategic Plan

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|--|-----------|
| EXECUTIVE SUMMARY | 1 |
| 1. INTRODUCTION AND BACKGROUND..... | 4 |
| 1.1 Roots of the Budget Gap | 4 |
| 1.2 Fiscal Outlook for the City of Long Beach | 5 |
| 1.3 State Budget Crisis..... | 6 |
| 1.4 Responses to the Financial Situation | 7 |
| 1.4.1 FY 03 City Council Actions | 7 |
| 1.4.2 The Long Beach Plan | 8 |
| 1.4.3 Service/Program Prioritization | 9 |
| 1.4.4 The Budget Evaluation Process | 11 |
| 1.4.5 Guiding Principles of the Budget Evaluation Process..... | 13 |
| 2. COMMUNITY INPUT AND EMPLOYEE PARTICIPATION..... | 14 |
| 2.1 Community Outreach and Input | 14 |
| 2.2 Survey Results | 14 |
| 2.2.1 Service Prioritization | 15 |
| 2.2.2 Revenue Ideas | 15 |
| 2.2.3 “Other Ideas to Fix the Budget” | 16 |
| 2.3 Other Key Inputs Informing Decision Making | 17 |
| 2.3.1 Strategic Plan 2010 | 17 |
| 2.3.2 Voluntary Idea Program..... | 17 |
| 2.3.3 Citywide Ideas | 18 |
| 2.3.4 Budget Advisor | 18 |
| 3. POLICY ISSUES AND STRATEGIC CONCERNS..... | 19 |
| 3.1 City Council | 19 |
| 3.2 Other Elected Officials..... | 20 |
| 3.3 Non-City Manager Departments..... | 20 |
| 3.4 City Charter Changes | 20 |
| 3.5 Policy Changes | 21 |
| 3.6 Community Participation | 21 |
| 3.7 Other Funds | 21 |
| 4. FY 03 FISCAL STRATEGY | 22 |
| 4.1 Impacts of the FY 03 Reductions | 22 |
| 4.2 Immediate Action Recommendations for FY 03 | 25 |
| 5. THREE-YEAR FINANCIAL STRATEGIC PLAN | 26 |
| 5.1 Three-Year Overview | 26 |
| 5.1.1 General Administrative and Management | 28 |
| 5.1.2 Employee Compensation, Benefits and Work Practices | 28 |
| 5.1.3 Contracting Opportunities | 30 |
| 5.1.4 Operational and Organizational Changes..... | 30 |
| 5.1.5 Capital Projects and Infrastructure | 31 |
| 5.1.6 Maintenance Reductions | 32 |

| | | |
|-----------|---|-----------|
| 5.1.7 | Materials, Supplies and Equipment | 32 |
| 5.1.8 | Recreation Services..... | 33 |
| 5.1.9 | Library Services | 33 |
| 5.1.10 | Public Safety Support and Related Services | 34 |
| 5.1.11 | Public Safety Emergency Services..... | 35 |
| 5.1.12 | Arts and Cultural Programs | 35 |
| 5.1.13 | Communication, Promotions and Special Events..... | 36 |
| 5.1.14 | Business Services and Attraction | 36 |
| 5.1.15 | Code Enforcement..... | 37 |
| 5.1.16 | Return on Assets and Marketing Opportunities | 37 |
| 5.1.17 | New Fees and Taxes..... | 38 |
| 5.1.18 | Existing Fees and Taxes | 39 |
| 5.1.19 | One-Time Revenues/Transfers | 39 |
| 5.2 | Options to Financial Plan Recommendations..... | 40 |
| 6. | AREAS FOR SERVICE ASSESSMENT AND OPTIMIZATION | 41 |
| 6.1 | Services Considered for Contracting-In/Contracting-Out | 41 |
| 6.2 | Services Considered for Optimization | 41 |
| 7. | TRANSITION STRATEGY FOR IMPACTED EMPLOYEES | 43 |
| 7.1 | Federal and State Resources Available through Workforce Development | 43 |
| 7.2 | Transfer and Retraining Employees | 43 |
| 8. | CITY COUNCIL-REQUESTED REPORTS..... | 44 |
| 8.1 | Funding for Council Priorities | 44 |
| 8.2 | Status of Fund Balances | 45 |
| 8.3 | Status of Previous Revenue-Generating Ideas | 45 |
| 8.4 | Funding Alternatives for Parks & Recreation Operations and Development..... | 46 |
| 9. | NEXT STEPS AND ONGOING ACTIVITIES | 47 |
| 9.1 | Further Dialogue and Deliberations..... | 47 |
| 9.2 | Initiate Immediate Operations Reviews | 48 |
| 9.3 | Develop an Employee Transition Plan | 48 |
| 9.4 | Ongoing Management of the Three-Year Financial Strategic Plan | 48 |

ATTACHMENTS

- 1 *Long Beach Plan Department Goals*
- 2 *Service Program Summary*
- 3 *Voice Your Choice: Community Survey on City Services and Results*
- 4 *Impacts of 3.5 Percent Reductions in FY 03*
- 5 *Detailed Three-Year Financial Strategic Plan Reductions – FY 04-FY 06*
- 6 *CalPERS Contribution History*
- 7 *Status of Fund Balances*
- 8 *List of Previous Revenue-Generating Ideas*
- 9 *Schedule of Proposed Community Events and Key Dates*

City of Long Beach
Proposed Three-Year Financial Strategic Plan
January 28, 2003

Executive Summary

The City of Long Beach is facing an extremely difficult financial situation. The simple reality is a structural budget deficit exists where ongoing expenses exceed the corresponding revenues. The City of Long Beach is not alone. Given the current National and Statewide economic situations, many State jurisdictions across the nation face similar, in some cases even worse, financial dilemmas.

The structural deficit is not a new situation. The City has operated with a structural gap for the past 15 years. What is new is that resources used to bridge previous gaps, namely discretionary reserves and one-time funding sources, can no longer support the growing deficit. The deficit has grown significantly in recent years due to a rapid increase in the number and costs of new programs, new capital debt, inflation, wage and benefit cost increases, and the loss of revenue due to the voter-approved Utility Users Tax cut. It took several years to get to this point, and it will take a number of years to balance ongoing expenses and revenues again.

The immediate challenge will be to downsize the organization in a balanced and gradual way, without severely impacting essential services to the public. The City of Long Beach has taken proactive steps toward this end. Through Long Beach Plan activities, including the recent Budget Evaluation Process (BEP), the City has reviewed its strategic goals, services and programs to define areas where the City can redefine the way it does business, and focus its limited resources where they are most needed. The guiding principles of BEP uphold the best interests of the community first and foremost, putting everything on the table for consideration and evaluation. Furthermore, the strategies recommended within this Proposed Three-Year Financial Strategic Plan (Plan) are predicated largely on cost reductions and do not rely heavily on new taxes or fees, nor the use of emergency budget reserves.

Assisting City staff in identifying its service priorities was the "Voice Your Choice" community survey. The results of this community input process have served as the guiding force for the development of a rational, deliberate strategy to rightsizing the scope of City services.

In response to community and employee input, the Acting City Manager has developed the Plan, which is a balanced approach to mitigating the City's structural deficit. The Plan specifies the impacts of the City Council's Fiscal Year (FY) 03 budget decisions. It also recommends cost reductions and potential revenue generation ideas to bridge the gap between expenditures and revenues over the next three fiscal years (FY 04 through FY 06). These options effectively provide the City Council with the means of substantially reducing the City's structural deficit, while maintaining, to the extent possible, the integrity of the community's service priorities. The final Plan will also identify further potential reductions and revenue options should alternative choices be necessary during City Council's deliberations.

The outcomes of the Plan are not pleasant, with at least some programs being curtailed in all areas. There are no winners in this process, with community members and employees sharing in the burden of this painful but necessary organizational change. In order to effectively address the significant size of the structural deficit over the next three years, it is specifically suggested that all organizations within the City share in the responsibility for addressing this challenge, not only departments under the City Manager's direction. While the Plan significantly reduces the structural deficit by approximately \$86 million, \$4 million remains in the structural imbalance that will still need to be addressed.

The next several months will provide the opportunity to explore in further detail the proposals contained in the Plan, and to continue the genuine and inclusive dialogue initiated through BEP. A series of community workshops will be conducted in February and March 2003, allowing for the contents of the Plan, the Community Survey results and the Mayor's Budget Advisory Committee's recommendations to be discussed in greater detail with the community. These workshops will provide the means of obtaining critical community input on the Plan's recommendations, and will serve as the basis for the development of the FY 04 budget, which will formally begin in March 2003.

The Acting City Manager will also develop a comprehensive employee transition strategy for any City staff that may be negatively impacted by the resulting service reductions. This strategy will define opportunities for reassignment and retraining, as well as career transition opportunities and services. The City's commitment is to ensure that no one is "left behind" in this process.

The Plan is a working document that goes beyond addressing the fiscal challenges facing the City of Long Beach, but also provides a blueprint for future government-community interaction and decision-making, working toward the following fundamental objectives:

Trust

Restoring trust between the City's government and the community it serves is an essential element of this collaboration. This belief is reflected in the inclusive nature of the BEP, which invited all sectors of the community to join the dialogue about the City's budget challenges and solicited input into defining solutions. The continued dialogue during upcoming community workshops and formal budget deliberations will reinforce trust built over the past several months.

Transparency

Transparency reveals the complex decision-making processes and strategies required to deliver services to a City of over 460,000 diverse residents. The challenges the City faces will require readily accessible information and ideas from varied sources. With informed community input and continued fiscal discipline, the City will be able to increase its effectiveness in managing limited public resources.

Responsiveness

The Plan is built upon the community's needs and priorities. While it is impossible to be responsive to all individual interests, the Plan takes into consideration the inputs of the community through the Strategic Plan process as well as the overwhelming message delivered through the "Voice Your Choice: Community Survey on City Services." Accordingly, the City staff has responded directly to the community's concerns, as the cost reduction proposals and revenue ideas are in line with the community's priorities.

Community Sustainability

The proposals identified in the Plan maintain a long-term perspective for the community's sustained health, by continuing investment in core service areas critical to the City's future: infrastructure, economic development and public safety, while providing opportunities for youth. Furthermore, the Plan will maintain the City's credibility within the financial community, demonstrating its deliberate response to cost and revenue fluctuations, while maintaining a full-service city. Rating agencies will respond favorably to the City's proactive planning for the future.

The adoption of a rational and balanced financial plan, reflecting input from stakeholders throughout the City, will provide a foundation for future decisions and policies. This Plan will require all participants to share in the responsibility, and the accountability, of implementing changes to the way the City does business. Input received in the months ahead will assist in refining the Plan to best meet the needs of the City Council and the community while still allowing opportunities to be responsive to changes in community needs or currently unforeseen financial circumstances.

1.0 INTRODUCTION AND BACKGROUND

1.1 Roots of the Budget Gap

The City of Long Beach is facing an extremely difficult financial situation. In this regard, we are not unique. Many cities, counties, special districts and states across the nation face similar, and even worse financial dilemmas. The simple reality is that we have a structural budget deficit, where ongoing expenses exceed the revenue coming in. This situation is not new; in fact, this City has operated with a structural deficit for the past 15 years. What is new, however, is that discretionary reserves have been depleted and one-time funding sources used to cover past and current City structural deficits are not available to the extent needed to bridge the existing gap. Also, the deficit has grown due to costs of new programs, new capital debt, inflation, wage and benefit cost increases, and the loss of revenue due to the voter-approved Utility Users Tax (UUT) cut. It is clear that costs must be significantly reduced to bring expenditures in line with revenues.

It took several years to get to this point, and it will take a number of years to balance ongoing expenses and revenues. The difficulty will be in downsizing the organization without severely impacting essential services to the public. Responses from the Voice Your Choice community survey will guide us in prioritizing City services and programs, and will serve to steer us in making the right decisions.

In leading this organization through these difficult times, decisions must be directed toward the best interests of the citizens. There can be no pet projects; everything must be on the table. Funding programs considered to be of low priority by the community must be seriously questioned. The citizens demand, and deserve, solutions that are based on a long-term perspective, not one-time fixes.

With regard to reducing costs, the dilemma of course is that two-thirds of the City's General Fund budget is allocated to police and fire services. We must remain cognizant of this and that the community ranks these services as very important. However, we must also recognize that many non-public safety programs accounted for in the General Fund are either wholly or partially offset by their own revenue sources. Reducing these services' budgets would result in a corresponding reduction in revenue and will not serve to solve the structural budget deficit. Therefore, it is not practical to eliminate the budget deficit solely by cutting non-safety budgets. Given that the deficit is projected to be in excess of \$50 million next fiscal year (FY 04) and rises to approximately \$90 million by FY 06, cutting this much out of non-safety programs and services could not be done without wholesale elimination of many programs and services.

Therefore, cutting costs is not the only option that should be considered. However, it is clear that, based on community input, revenue options will not receive community support unless the City first takes major steps towards reducing operating costs, including the size of the workforce, salaries, benefits and pension costs, and eliminating lower-priority programs.

The City's Tidelands Operating Funds (TOF) are also experiencing financial difficulties. TOF based services and programs include beach maintenance, the Convention Center, marinas, public safety, the Aquarium Bonds and the Rainbow Harbor area. TOF has a balanced budget for FY 03, and detailed projections for FY 04 are being prepared. TOF has had a structural deficit since the late 1980's when the State began taking most of the oil revenue and reserves that had previously funded TOF operations. The structural deficit has generally been covered by three remaining major funding sources: marina slip fees, transfers from the Harbor Fund, and profits from remaining Tidelands oil revenues; these revenues appear to be holding steady but are sensitive to economic changes. TOF's financial situation will be closely analyzed during the FY 04 budget process.

This report is a culmination of many varied and intense efforts over the past four months by the Acting City Manager, his staff, and the Executive Management Team (EMT) made up of department directors and other key managers that report to the City Manager. This report provides options that should stimulate the thoughtful discussions needed to successfully guide the City through this budget crisis. **Given the sheer magnitude of the General Fund budget deficit, reductions of both services and the size of the workforce are inevitable.** The EMT was instructed to identify and prioritize budget savings and revenue options, and to do so in a manner that minimizes negative impacts on essential City services as defined by the community survey. The EMT has also been tasked with formulating transition plans to assist City employees whose jobs will be affected by budget reductions.

1.2 Fiscal Outlook for the City of Long Beach

With regard to an economic recovery, the outlook is not good. Most major revenues are either in decline, flat, or with the exception of property taxes, showing relatively minor growth.

Projected growth of existing revenues is minimal, and therefore does not present a significant, viable option for addressing the budget gap. In fact, for the next three years (FY 03 – 05), reduced revenue caused by the UUT rate cut will essentially offset growth in all other revenue. A look at the City's four largest revenue sources, which make up 50 percent of total General Fund revenue, puts this point in perspective.

Secured property taxes (\$48 million) are fairly robust, likely due to sales activity prompted by low interest rates and a limited housing supply in the region, which drives up prices; however, recent growth in sales activity and housing values has been at a declining rate. In addition, most new property tax revenue expected from major development projects will flow to the Redevelopment Agency.

Sales taxes (\$39 million) are expected to grow at rates only slightly higher than inflation, even after taking into account recent retail development. In fact, the largest retail project in the history of the region, Long Beach's highly successful Towne Center, will

generate approximately \$2.5 million annually in sales tax revenue to the City, including the new Wal-Mart. **It would take 21 new "Towne Centers" added to the City just to eliminate the budget gap projected for FY 04.**

The UUT, previously the City's largest revenue source, is being reduced from the \$57 million collected in FY 00, down to about \$33 million by FY 06, even after taking into account increases to the underlying commodity rates upon which the tax is applied. Staff has reported throughout the last several years that the annual losses of UUT, resulting from the November 2000 voter-approved UUT reduction, would offset most of the growth in other revenues, resulting in a situation where costs would increasingly exceed revenues.

The fourth highest General Fund revenue, Motor Vehicle In-lieu (\$27 million), is dependant on continued funding from the State. This revenue, commonly referred to as the VLF (Vehicle License Fee), is a target for the Governor in balancing the State budget. As of the date of this report, the State Legislature appears to be rallying to spare local government from VLF cuts. Should VLF revenue be significantly reduced, not only would the budget reduction options put forth in this report need to be accelerated, but additional severe cuts to many more General Fund services would need to be immediately implemented or new revenue options identified. Public safety service levels quite possibly would also be negatively affected.

The City Manager's proposed FY 03 budget included a \$46 million structural deficit that was balanced using cash reserves and one-time revenues. The City Council took action and reduced the proposed FY 03 budget prior to adopting it. The structural deficit is now projected to grow from the current \$46 million to over \$50 million in FY 04 due mainly to an already negotiated 3 percent increase in non-safety employee wages and the continued reduction of the UUT. For FY 05, pension payments are expected to begin that will increase the projected deficit to over \$80 million.

1.3 State Budget Crisis

The State's budget deficit or, rather, its potential solution, looms above local governments like a dark specter. It is generally accepted that the State adopted a budget that appeared balanced, but that the Governor would need to reopen the State budget after the gubernatorial election. That in fact has happened. State Income Tax and other tax revenues continue to run significantly below projections, and the pace of job creation, while still positive, has been excruciatingly slower than projected.

There is no doubt 2003 will be a very turbulent year for the State as it struggles to pay for core and non-core programs in the face of declining revenues. The Governor has already shown his hand, by proposing cuts in allocations to local government, cuts that fall far short of the estimated \$35 billion deficit the Governor projects for the State's FY 04 budget.

The Governor called a special session of the Legislature for December 9, 2002, to begin deliberations on a proposed \$10.2 billion budget cut over the next 18 months, half of which would take effect almost immediately. However, the Legislature chose to adjourn until early January. Delays in either reducing expenditures or increasing revenues adds to the State's budget deficit.

The Governor, in his proposed FY 04 budget released January 10, 2003, recommends eliminating the \$4 billion Vehicle License Fee (VLF) backfill from the State general fund to local government. In 1998, when the State had a significant budget surplus, the State Legislature unilaterally reduced the VLF charged to vehicle owners, and the corresponding revenue to local governments. After much opposition from local governments, the State relented and made whole local governments by backfilling the lost revenue out of the State's general fund. The Governor did not, however, propose eliminating VLF revenue that goes to the City's Health Fund.

The City's General Fund receives approximately \$27 million per year in VLF revenue, \$19 million of which is State backfill, as mentioned above. The Governor proposed taking the \$19 million VLF in FY 04, in addition to \$12 million this fiscal year. Talks of an increase in the Educational Revenue Augmentation Fund (ERAF) property tax transfer to support public schools are rumored as well.

The Legislature has taken up the Governor's proposal, along with his mid-year budget cut proposals that include reduced allocations to local government for local street repairs, libraries and health programs, and the taking of redevelopment agencies' property tax increment revenue, as well as housing funds needed to meet growing low- and moderate-income housing needs. Any mid-year reductions of City funding from the State will require curtailments in City programs beyond those put forth in this report.

The League of California Cities, cities, counties and special districts are mounting a concerted effort in Sacramento to protect local government revenues. Although Long Beach is now considering budget cuts to deal with its own fiscal problem, we will at the same time continue to direct resources toward legislative analysis and advocacy.

1.4 Responses to the Financial Situation

1.4.1 FY 03 City Council Actions

Confronted with the sizeable structural deficit, the City Council, on September 23, 2002, adopted the FY 03 General Fund budget. In adopting the budget, the City Council also adopted several significant amendments and actions as follows:

- Further reduced the budgets of City Manager-supervised non-safety departments by 1.5 percent for a total budget cut of 3.5 percent;
- Reduce elected and appointed office budgets by 3.5 percent;

- Further reduced the non-sworn budgets of Police and Fire Departments by 1.0 percent for a total budget cut of 3.0 percent;
- Reduced the funding for the Public Corporation for the Arts by \$450,000, most of which had been earmarked to fund the Municipal Band, while transferring \$350,000 to the Department of Parks, Recreation and Marine's budget for the Municipal Band;
- Directed the City Manager, City Auditor and staff to work with the Mayor's Budget Advisory Committee (BAC). The BAC was tasked with identifying strategies to close the significant gap that exists between General Fund expenditures and revenues. See Section 1.4.4 for a more detailed description of the BAC.

Section 4.1 of this report summarizes how City Manager departments are implementing the above mentioned budget reductions.

The projected \$46 million gap for FY 03 was closed largely with the use of all available discretionary reserves. Since those reserves resulted from one-time revenues, their use did not reduce the structural gap; it simply covered the shortfall for the current fiscal year. The structural gap is estimated to exceed \$50 million for FY 04. Beyond that, City employee pension plan investments that are managed by the State's CalPERS organization, experienced staggering investment losses the past two years due to sharp declines throughout the stock market. Under current CalPERS retirement plan funding policy, those losses, together with retirement plan enhancements, will require the City to begin paying approximately \$36 million to CalPERS in FY 05. The \$36 million cost is made up of \$26 million for public safety employees and \$10 million for all other employees.

The task before us is daunting. The enormity of the fiscal problem cannot be overstated. Therefore, at the direction of the Acting City Manager, staff initiated the Budget Evaluation Process (BEP) as an accelerated complement of Long Beach Plan reforms (see Section 1.4.2 below). The BEP is a comprehensive and inclusive process whereby every program, service, and budget that affects the General Fund and related funds are being reviewed (see Section 1.4.4 below). The result of this process will be the development of a three-year financial strategic plan and a sound decision-making model for financial policy decisions.

1.4.2 The Long Beach Plan

In October 2000, the City Council adopted the Long Beach Plan as "an initiative to improve the delivery of municipal services to our community using a systematic process of periodic review and evaluation." On August 13, 2002, the City Council was provided with an update on the Long Beach Plan and its evolution into a multi-layered approach that aims to:

- Integrate and align initiatives and services
- Identify core service priorities
- Focus the organization on desired core service outcomes

- Enhance accountability and transparency to the public and decision makers
- Improve communication
- Inspire and motivate the workforce

The Long Beach Plan is a framework around which to align services and strategies to maximize and effect positive change, and to identify priorities for budget planning. It is a change in how we make decisions and allocate resources by engaging the community, the City Council, management and employees to realize the desired quality of life for current and future generations.

The goals of the Long Beach Plan are to provide:

- The City Council with goals and performance information from which to set policy direction that will lead the annual budget process;
- An integrated approach to planning, measuring and delivering the wide variety of City services;
- A concept for good government, one that is accountable and responsive to its customers;
- Integration and alignment of the various initiatives we have in place that, for the most part, currently stand-alone;
- A method to engage and involve employees at all levels of the organization in improving our services;
- A method to use the valuable input from our customers to guide us in evaluating and prioritizing the programs we provide and the allocation of resources; and,
- A vehicle for service evaluation to provide ever more customer-friendly, cost-effective and efficient services.

Although implementation of the Long Beach Plan is in its early stages, what has been accomplished under its umbrella has been valuable in jump-starting the process to address the City's structural deficit. The approach used in the BEP is a result of the concepts developed as part of the Long Beach Plan. As the Long Beach Plan is further developed, it will become even more valuable in assisting policy makers with the very difficult trade-offs that occur during the democratic process by blending community input and staff expertise into the service delivery process.

1.4.3 Service/Program Prioritization

One of the objectives of the Long Beach Plan is for the City Council and the community to identify goals and strategic priorities and to better focus the organization on those that are accepted and agreed upon. In developing the Long Beach Plan, one

component was the creation of Department Business Plans, in which each City Manager department identified their primary goals and those services that bring value to the community. These goals serve as the foundation for the Business Plans. The goals define the primary mission of each department, whereas the services and corresponding programs provide the means for achieving the goals. Some services are core to the department's goals, while others may be more loosely related.

The goals should represent the priorities for the City. **Attachment 1** summarizes the City Manager departments' proposed goals established as part of the development of Department draft Business Plans last year. The City's business strategies will be designed to accomplish those goals and will be key in the future when performance measures are developed. Intended to make government more accountable to the City Council and the community, these measures represent the tools needed to assess the effectiveness and efficiency with which services are delivered.

These proposed goals were used as a basis to start the review of the budget through the identification and prioritization of services and programs. This process allowed departments to focus service priorities when reviewing budget reduction options. City staff identified and prioritized 486 distinct services through this exercise. Over the years the City has added a number of worthwhile programs and services, but the focus now must be shifted to preserving core services. City management is reviewing all services for cost saving opportunities through streamlining, consolidation, contracting, service reductions or elimination.

As part of the review of this Plan, the City Council will be asked to endorse these goals. Once finalized and approved, staff will continue the use of these goals as a foundation for analysis and decision-making.

Thoughtful review and prioritization of City services and programs provided a key block in the foundation on which the three-year strategy was built. City services and programs were identified and prioritized within the coherent and unified framework of the draft goals.

The priority ranking process is logical and presents a method for dealing with difficult financial problems. To use it effectively, however, the entire organization must be considered when reviewing the ranking of services and programs for individual goals.

Attachment 2 is a listing of each department's services and programs, in priority order, based on the goals. Please note, for this exercise, departments in some cases used a goal of "Other" to capture administrative functions. Also, due to the recent adoption of this approach and the categories of goals, programs and services, City staff is still working on compiling and validating revenue and expense amounts shown in the attachment. The City Council and BAC will be provided with an update once the numbers are validated.

1.4.4 The Budget Evaluation Process (BEP)

At its October 29 and November 26, 2002 meetings, the City Council was presented with reports on the Budget Evaluation Process (BEP). As mentioned previously, the BEP is an intense, comprehensive and inclusive process whereby every program, every service, and every budget that affects the General Fund is being reviewed.

City staff developed the BEP to provide the City Council with a comprehensive three-year financial strategic plan that identifies options to reduce services and programs, including impacts, for informed decision making. The BEP is designed to provide a framework to provoke thoughtful review of options to address the structural gap between ongoing expenditures and revenues. Generating ideas, formulating short- and long-term strategies that will bring the budget back into balance, and implementing these reforms can only be achieved through an inclusive, open process that involves all sectors of the community – residents, businesses, elected officials and employees.

The following are the major components of this process:

Community Outreach and Service Prioritization

As part of the BEP, community input has, and will continue to be, actively sought. An extensive outreach effort was conducted to solicit input from citizens and businesses throughout the City. City staff attended numerous community meetings, the “Voice Your Choice: Community Survey on City Services” was created and distributed, and the “Community Meeting on City Services” was held at the Convention Center on November 23, 2002. These efforts are more fully discussed in Section 2 of this report.

Outside Review of City Salaries, Benefits and Staffing Levels

A Request for Proposals (RFP) to contract for an independent compensation and staffing study was released in early November 2002. The study will provide the City Council, the BAC, City staff and the public with insights on the appropriateness of City staffing levels, salaries and benefits. It is anticipated the study will be complete by April 2003 and available for inclusion in the FY 04 budget development process.

Mayor's Budget Advisory Committee

The Budget Advisory Committee (BAC) is composed of ten community members that have volunteered for this assignment. They have been meeting over the past several months as an independent body to assist in developing options for consideration to close the structural deficit. The BAC has formed three subcommittees, one concentrating on short-term budget saving options, another looking at longer-term solutions and a third reviewing prior year BAC recommendations for applicability to the current situation. The City Council directed that staff from the Financial Management Department and the City Manager's Office support the efforts of the BAC, and asked the City Auditor's Office to assist as well. The BAC will present some of their options on January 28, 2003, while they expect their longer-term options to be ready by late-Spring 2003.

City Council Input

Since the inception of the BEP, several City Council agenda items with budget implications have been referred to the BEP process for further consideration. In addition, the City Council requested that a number of items be reviewed and an update presented along with the Three-Year Financial Strategic Plan. Included among those items was to update a previous report on revenue-generating ideas, provide a status of fund balances, identify potential resources for unfunded FY 03 City Council priority projects, and report on funding alternatives for future park development and recreation operations. These updates are provided in Section 8 of this report.

Spending Curtailment Initiatives and Hiring Freeze

Restrictions were put in place to limit spending to only items needed for service delivery and safety. Travel and training were severely limited, and review processes established to ensure only essential purchases are made. Projects not yet initiated are being deferred until a strategic approach for expenditures is approved. Also, under the current hiring freeze, only positions essential to service delivery and safety are being filled. These measures were immediately implemented to realize all possible savings in the current fiscal year.

Department and Employee Input

City Manager departments were asked to submit 10, 20 and 30 percent budget reduction scenarios including program curtailment or elimination, restructuring of service delivery, elimination of recent budget enhancements, consolidation to reduce overlapping responsibilities, phase-out or sunset of programs, and identification of contracting-in/out opportunities. They were also requested to submit revenue ideas related to their service areas.

As described in Section 2.3.2, City employees were invited to submit ideas for reducing costs and improving the efficiency of City operations, while Section 2.3.3 discusses other ideas submitted by department directors with regard to operations outside of their purview.

Identification of Best Practices

Departments were also asked to explore best practices with other agencies that provide the same or similar services. These concepts and ideas were also incorporated as options in the process.

Executive Management Team Review

The Executive Management Team (EMT), which is composed of the Acting City Manager, key City Manager staff and City Manager department directors reviewed the information collected from all the sources mentioned above. From this information, they formulated the recommended Plan contained within this document. While developing this Plan, the EMT took great care in ensuring that the recommendations respond to the survey results, minimized the impact of cost reductions on core service to the public and considered revenue as an option second to cutting costs.

The ambitious and inclusive efforts outlined above are important in developing a financial strategy that reflects the public's priorities concerning core City services. In addition, taking proactive and immediate steps to control spending and to keep positions vacant allows for a rational implementation of change over a three-year period, rather than mistakenly reducing critical services in a haphazard manner. It is essential that the City Council, the public and City staff come together in an honest dialogue to address the difficult issues facing our City.

The EMT adopted the following overarching principals to guide them in the development of the Three-Year Financial Strategic Plan:

1.4.5 Guiding Principles of the Budget Evaluation Process

Listen To The Community

Community members have expressed their opinions. City services should reflect those expressions. The City will focus on core services. New services and programs should be deferred or reformulated until the structural deficit is eliminated and additional funding resources identified.

Structure For Service

City operations will be organized to ensure the most efficient and cost effective service delivery. Administrative and management overhead will be reduced, overlapping service areas consolidated and contracting opportunities explored. All ideas and avenues for cost reduction, revenue generation and service alternatives must be considered, including the number and traditional deployment of sworn safety personnel.

Operate In A Business-Like Manner

Fees for services should be competitive and reflect appropriate cost recovery. Fair market value should be received for the use or sale of City assets. Employees should participate in the cost of their benefit package.

Invest In The Future

The City recognizes the need to invest in its future. Infrastructure, economic development, technology and employee development are keys to future success. The City will explore opportunities for growth through new and expanded partnerships with the business, non-profit and educational communities.

2.0 COMMUNITY INPUT AND EMPLOYEE PARTICIPATION

A critical element of BEP was an intensive community outreach process. The BEP was designed to be an inclusive process, with a goal of informing the community about the scope of the City's budget challenges, as well as providing access to the decision-making process to the broadest possible segment of the community. The BEP targeted stakeholders throughout the City, including the City Council, the BAC, businesses and other community members, and employees at all levels of the City organization.

2.1 Community Outreach and Input

During the months of November and December 2002, the City Council, BAC and City staff undertook an unprecedented grassroots outreach effort to solicit service priority input from community members and businesses throughout the City. The "Voice Your Choice: Community Survey on City Services" (see **Attachment 3** for a copy of the Community Survey) provided the opportunity to rate 51 General Fund programs in nine service areas as being either "essential," "important," "nice to have" or "not important." The survey also solicited revenue generation ideas and general ideas "for fixing the City's budget problem." The survey was designed to solicit opinions and information on the most-likely impacted General Fund services, while providing an opportunity for maximum community input and expression.

English, Spanish and Khmer versions of the survey were distributed at most City facilities. The survey was made available on the City's website and mailed to over 170,000 City utility customers, and was published at no cost in the *Press-Telegram* and the *Long Beach Business Journal*. In addition, it was presented and distributed by City staff at over 80 board, commission, advisory committee, neighborhood association and business organization meetings.

Furthermore, a "Community Meeting on City Services" was held on November 23, 2002, at the Convention Center. The meeting provided an opportunity for the public to hear about the budget challenges facing the City, to review preliminary results of the community survey, to discuss services with City staff and to offer suggestions for savings and revenue generation. The forum allowed City staff, City Councilmembers and BAC members to meet with the public and share ideas regarding service priorities and options for reducing the cost of City services.

2.2 Survey Results

Through December 31, 2002, the City received over 10,600 surveys, which serve as the basis for the following summary. The "Voice Your Choice" survey has garnered a level of participation not experienced in Long Beach in recent memory. As noted previously, the "Voice Your Choice" process was as much about establishing a sincere, meaningful dialogue with the broadest cross-section of the community as it was about gathering relevant data that reflects the community's priorities for services and their ideas for balancing the budget.

2.2.1 Service Prioritization

The community's voice was clearly heard through this ranking process. The community felt very strongly that 37 service areas were essential or important, while 14 service areas were nice to have or considered not essential. Please see **Attachment 3** for the complete results of the survey on service prioritization.

2.2.2 Revenue Ideas

The community responded to various avenues to raise revenues to maintain essential services. These included new taxes, bond measures, and increasing fees for services. Reflecting what appears to be a realistic understanding of the current financial challenges facing the City, only 16 percent of respondents were opposed to any new revenue increases. The following exhibit provides a complete summary of responses for revenue options.

| Summary of Revenue Options | |
|---|-------------------|
| | In Support |
| <i>Increase in the Hotel Bed Tax (Transient Occupancy Tax)</i> | 39.8% |
| <i>Increase in fees for select City programs (sports programs, animal control fees, ambulance fees, etc.)</i> | 35.5% |
| <i>Increase in fines for parking/traffic tickets</i> | 36.9% |
| <i>Support an admissions tax on arts and entertainment to fund arts programming</i> | 36.6% |
| <i>Support a bond measure for parks, recreation and library facilities</i> | 35.1% |
| <i>Support a bond measure for public safety facilities</i> | 30.2% |
| <i>Support a bond measure for streets, sidewalks and alley improvement</i> | 36.7% |
| <i>I would not support any revenue increases</i> | 15.6% |

The community also offered hundreds of alternate ideas to generate revenues. The ideas covered increases in current fees-for-service, increasing current tax rates, and creating new taxes. Some of the most frequent ideas offered for revenue generation included "enforcing and charging higher fines for environmental violations (especially at the Port)," "charging fees for currently free programs (e.g., recreational activities, graffiti removal, cultural and arts programs, etc.)," "reinstating the Utility Users Tax" and "creating a container tax at the Port."

2.2.3 “Other Ideas to Fix the Budget”

The survey also provided an opportunity for community members to make any suggestion they felt might contribute to the resolution of the City’s current budget crisis. The range of responses was impressive, covering issues as diverse as contracting-out the entire City government to reducing the frequency of street sweeping.

Although the individual responses varied greatly, the following suggestions represent ideas and comments voiced often through the survey:

“Cut managers and management salaries...” and “eliminate ‘perks’ such as cars, travel and free meals.” The most frequently mentioned issues for the community are related to salaries, pensions and other benefits for all employees. There is an undeniable perception that the compensation provided City employees is too high, and reductions in this area should be considered before service reductions and revenue increases are implemented.

“Why is it that only service reductions are on the table? We should be reevaluating everything including hiring private sector companies to provide municipal services.” There was a clear desire to see more services provided by the private and non-governmental sector with a related decrease in the size of the City government.

“Stop the use of expensive consultants...hire a research and evaluation core so many projects being contracted-out can be done by a staff researcher and student interns...for one-tenth the cost.” The community feels that there is a large pool of talent amongst the current City staff, and they believe that the City should utilize staff rather than paying for outside experts to provide information and solutions.

“Optimize City services by consolidating services performed by two or more departments and reducing red tape.” The community voiced a strong opinion that they wanted to see the City become a more efficient organization if reductions to services are being considered.

“Eliminate feather bedding in Fire Department. Reorganize police deployment practices. Replace ‘sworn’ positions with civilians. All jobs cannot be saved! Attrition will not be sufficient.” Given that the fire and police services represent the largest portion of the General Fund, it was mentioned on multiple occasions within the community’s input to direct a critical review of emergency safety services, and to include the sworn employees in the overall scope of the budget evaluation process.

While impossible to capture every idea in the Three-Year Financial Strategic Plan, the Acting City Manager and department directors reviewed all ideas and have made a sincere effort to ensure the proposed plan reflects the community’s priorities and ideas. Nonetheless, the survey provided a clear indication as to the service priorities of our community, as well as specific concerns about how their City government is performing.

The input that we received has been invaluable to better inform the staff's review and assembly of a comprehensive fiscal strategy. Indeed, the information received through the survey and through the outreach efforts with neighborhood groups, City commissions, boards and advisory committees has served as the basis of, and is reflected in Section 5 of this Plan.

Providing feedback to the community regarding the use of their input is critical to a sustainable system of civic participation. A "feedback loop" is a timely means of informing people they have been heard, how a city will respond to their contributions and what comes next. A series of activities is envisioned for the upcoming months to provide this feedback and to solicit further input from the community regarding the results of the Community Survey and the recommendations contained in the Plan. This process is described in greater detail later in Section 9.1.

2.3 Other Key Inputs Informing Decision Making

2.3.1 Strategic Plan 2010

The Strategic Plan 2010 was formed with the input from hundreds of community members and provided the City with a direction for community growth and sustainability for the future. As part of the service/program prioritization mentioned earlier, departments were also asked to identify Strategic Plan areas impacted by each service/program. In doing so, those services/programs of importance to the furtherance of the Strategic Plan were taken into consideration when reviewing service impacts of the recommended Three-Year Financial Strategic Plan. While every attempt was made to minimize impacts to Strategic Plan priorities, it was not possible to protect all areas from reductions given the magnitude of the structural deficit.

2.3.2 Voluntary Idea Program (VIP)

Employees are a rich source of information on the daily operations of the City's many services and programs. At times of profound organizational change, employee input is essential to identifying viable avenues for reform and long-term optimization. Line-employees and their supervisors are well suited to examine the department's operations, identify problem areas and hindrances to efficiency, and outline ideas for improvement across a department's functions. The Acting City Manager tapped into this valuable knowledge base through the City's Voluntary Idea Program (VIP).

Employees from every department and at all levels of the organization were asked to submit cost saving and revenue generating ideas. In total, 361 VIP ideas were submitted. Each department was asked to carefully evaluate each VIP related to their operations. Those ideas deemed immediately viable have been included in the financial plan. The Acting City Manager is committed to providing feedback regarding the disposition of each idea to those employees that participated.

2.3.3 Citywide Ideas

The Acting City Manager asked his Department directors to put forth cost saving and revenue-generating ideas related to departments other than their own. This request was based on the fact that each department director brings an intimate knowledge of the organization to the exercise. The Citywide Ideas, as they were known, captured this perspective through 165 submissions. Like the VIP suggestions, those ideas that appear feasible were included in the financial plan.

2.3.4 Budget Advisor

Mr. Len Wood, a former City Manager and nationally recognized municipal finance expert, has been retained on a limited basis within the City Manager's Office. Mr. Wood brings an outside expertise to the City, and will be available throughout the coming months to advise the City Council and staff on the development of the budget evaluation strategy.

3.0 POLICY ISSUES AND STRATEGIC CONCERNS

Though not specifically requested during the outreach efforts, several high-level policy issues surfaced. City employees and community members voiced some concern about the following issues that may factor significantly in the future success of the BEP and the financial health of the City.

The issues are outside the Acting City Manager's scope of authority and, if executed, would require City Council and/or community action. The Acting City Manager, by transmitting this input, is not necessarily endorsing or recommending any actions be taken on these issues. The issues are sorted below into several broad categories, including City Council, Other Elected Officials, Non-City Manager Departments, City Charter Changes, Policy Changes, Community Participation and Other Funds.

3.1 City Council

- Reduction to the City's workforce will negatively impact the ability of staff to respond to requests for service, particularly requests that fall outside of established operating and maintenance schedules. This understanding must be reflected in the City Council's expectations and requests for service.
- Within the scope of the City's new ethics program, a Municipal Code requirement should be established that require City Council offices budget and report all City expenditures for their district's activities, such as events, the market value of office space used, and tenant improvements.
- The dollar amount of City Council district budgets should be equal. Each City Councilmember would still have the discretion to allocate their district's budget to specific expenses, as they deem necessary.
- The cost of preparing special reports requested by City Councilmembers should be considered prior to directing that such reports be prepared. Report preparation costs should also be communicated in the reports.
- The City Council should adopt a policy to prohibit issuance of long-term debt to pay for items considered short-term maintenance (e.g., ongoing street repairs, sidewalk rehabilitation, etc.).
- The size of the City Council and Mayor's staff should be limited to reflect the scope of their duties, especially during this financial downturn and hiring freeze.
- The City Councilmember vehicle policy should be reviewed, eliminating take-home vehicles, and clearly establishing a policy on appropriate use of City vehicles.
- Costly off-site City Council meetings should be eliminated.

3.2 Other Elected Officials

- The entire City needs to participate in the BEP, including the elected and appointed offices.
- Duplication of audit functions between Financial Management and the City Auditor's office should be eliminated.
- Consideration should be given to contracting-out the Worker's Compensation program currently managed by the City Attorney's Office.
- Operational reviews of the elected and appointed offices should be conducted.

3.3 Non-City Manager Departments

- The idea for a Port Container Fee/Tax should be aggressively researched.
- Costs should be shifted to the Harbor Fund for the mitigation of their negative impacts on the local environment, infrastructure and health.
- Efficiencies in Harbor Department operations should be improved so more savings can be passed on to the Tidelands Fund.
- The percentage of Port profit transferred from the Harbor Fund to the Tidelands Fund should be increased and/or change the transfer should be changed to be a percentage of gross revenue instead of net profit (see City Charter Changes below).

3.4 City Charter Changes

- The duties of the Harbor Commission, Water Commission and Redevelopment Agency should be consolidated under the direct control of the City Council (in light of the associated increase in workload for the City Council, should transition to and compensate City Council offices as full-time positions funded through proportionate shares of the enterprise revenue).
- The City Charter should be changed so the Tidelands Fund receives 25 percent of Harbor Fund net income, instead of 10 percent.
- The Civil Service and Human Resources Departments should be combined.
- The City Attorney and City Prosecutor's offices should be consolidated.

3.5 Policy Changes

- An on-going program of external peer review and public discussion of departmental management structures and administrative costs should be established, starting with police and fire departments (including sworn staff). The goal of each review would be to identify a series of actions to reduce or confirm that departmental administrative and other costs not directly related to patrol/law enforcement and fire fighting/prevention are below benchmark costs of comparable agencies.
- Support should be continued for progress toward program-based (versus department-based) budgeting, and the development of discrete performance measures and benchmarks as the basis for gauging service effectiveness.
- Management compensation should be reviewed with the understanding that any resultant restructuring of compensation will affect all City employees, and should be based on an agreed-upon policy relative to comparable public agencies.
- Grants that are not (1) permanent, on-going funding and (2) require City match (such as Police Officer grants), should not be accepted until the budget problem is resolved.
- Proposition "L" should be amended to be less restrictive in order to save on administrative costs associated with contracting for services and providing for a health care stipend.
- The amount of the Emergency Reserve should be reduced from 10 percent to 8 percent of the General Fund budget.

3.6 Community Participation

- A comprehensive community participation strategy should be developed that institutionalizes a framework for public involvement in City decision-making.
- Regular Citywide surveys, not less than annually, should be instituted and supported to serve as a consistent measure of community satisfaction with City services.

3.7 Other Funds

- A top-down review of the City's fund structure should be conducted, and, where necessary, funds should be consolidated, reduced or established to reflect current and long-term policy priorities and to improve clarity to both the public and City management.
- A comprehensive revenue and expenditure review should be considered for the Tideland Fund.

4.0 FY 03 FISCAL STRATEGY

4.1 Impacts of the FY 03 Reductions

On September 23, 2002, the City Council adopted the FY 03 budget. Included in the budget were across-the-board reductions of 3.5 percent in all non-safety General Fund departments, including elected and appointed offices. The Police and Fire Departments' General Fund budgets were reduced by 3.0 percent, after excluding sworn and dispatcher salaries and benefits. The total FY 03 General Fund budget reduction amounts to \$6.3 million.

Of the \$6.3 million reduction, \$3.5 million was applied to balancing the FY 03 budget as proposed by the City Manager, while approximately \$400,000 was applied to certain enhancements. The balance of \$2.4 million resulting from the Mayor and City Council directing further budget cuts, is expected to be carried over to help balance the projected FY 04 budget. Budget reductions of 2.0 percent were also approved in the Tidelands, Towing, Internal Service and Gas Funds.

The following summarizes service impacts anticipated as a result of the FY 03 budget reduction. A more detailed listing is shown in **Attachment 4**. The General Fund reduction in City Manager-directed departments equates to \$5.6 million, or 89 percent, of the total \$6.3 million reduction.

Based on Mayor and City Council deliberations during budget hearings prior to adopting the FY 03 budget, it was clear that in implementing these cuts, staff was expected to minimize negative impacts to City services and programs, and minimize impacts on employees. Therefore, the Acting City Manager directed his Executive Management Team to look to these two principles when preparing recommendations on the manner in which the FY 03 budget reduction would be accommodated. Staff also had the benefit of utilizing public input gained from the early returns on the Citizen Survey in guiding this budget reduction effort.

As described in the October 29, 2002 report to the City Council on the Budget Evaluation Process (BEP), both a spending curtailment and a hiring freeze were instituted for City Manager-directed departments. This is the primary method being used to meet the reduced budget this fiscal year. That is, significant savings are being realized by keeping positions vacant and/or under-filling positions where possible. In addition, departments are reducing travel, training, and membership expenses, and are deferring other purchases as necessary to achieve budget targets. There are limited instances where services are reduced and others where programs not yet underway will not be implemented. There are some cases where employees are being reassigned, but no employee layoffs are contemplated in this effort to meet the FY 03 adopted budget targets and spending restrictions.

In addition to budget reductions mentioned above, the Acting City Manager has directed the management team to identify further potential current year reductions to provide a

larger carry-over of fund balance to FY 04; these savings would be in addition to the \$2.4 million generated by the City Council in the adopted budget. Creating a carryover for use in FY 04 is critical to help mitigate reductions required to balance the FY 04 projected deficit. A carryover in excess of \$11 million is included in the Plan for FY 04; further service reductions will be required beyond those proposed in the Plan should this carryover not be generated. Some options being evaluated include refinancing the SERRF Facility, additional savings generated by the hiring freeze, Redevelopment Agency statutory pass-through of property tax increment revenue and allowing the Business License Tax discount program to sunset.

Leaving budgeted positions vacant during FY 03 will have an impact on workload and efficiency in some departments. However, departments have been directed to prioritize workload requirements and minimize the impact to the public as much as possible.

Examples of some of the more significant impacts in FY 03 are described below:

- The Natural Resources Stewardship Program in the Parks, Recreation and Marine Department will not be implemented. This recently adopted program was still under development, but not yet implemented, so there will be no effect on current service levels. This program was being designed to provide environmental education to the City's youth. A similar outreach program, Discover Long Beach, will continue. Savings from this reduction amount to \$104,000. The Natural Resources Officer position that would have overseen this program will also not be filled for an additional savings of \$91,078, for a total of \$195,078.
- The OlympiKids program budget in the Parks, Recreation and Marine Department for FY 03 will be discontinued. For the past two years, this supplemental physical exercise program has augmented state-mandated physical activity requirements for elementary school children at four school sites. The program curriculum will be made available to the school district should they choose to continue the program with their own staff. This is an annual savings of \$43,229.
- Funding of \$66,000 for the International City Theater (ICT) will be eliminated. The ICT was a six-week summer theater conservancy that taught performing arts to approximately 60 youth, in addition to presenting 24 park-based children's theater performances.
- The Library Services Department will not install a self-checkout machine at the North Neighborhood Library as originally planned. This was to have been a pilot project and will not have an impact on current services. This is a savings of \$36,000.
- The Library Services Department will defer replacement of 14 public use computers for a savings of \$40,000. These computers are five years old and

cannot accommodate the upgraded automated system that will be installed in Spring 2003. There may be a service impact of longer wait times for a computer.

- The Police Department will reassign a Drug Recognition Expert (DRE) Corporal from Traffic Detail to the West Division Patrol. The reassignment will reduce sworn officer overtime use by \$73,000. There will be minimal impact to the Traffic Detail, as other Traffic Division Police Officers have been trained in DRE procedures. In addition, an Internal Affairs Police Officer will be reassigned to West Division Patrol for additional overtime savings of \$73,000, totaling \$146,000.
- Certain City facility security efforts staffed by sworn Police Officers will be reduced. Security Officers will continue to staff these functions and sworn Police Officers will be available when needed. This will save approximately \$275,000 in overtime costs.
- The Fire Department is implementing a new Records Management System (RMS) Program that will result in a change in staffing and contract services. This change will result in the elimination of one position and the reassignment of a civilian employee to another department. These changes will save approximately \$145,000.
- The Fire Department will reassign one of two Firefighter/Public Information Officers in the Community Services Division to the Operations Bureau, Suppression Division. An Assistant Fire Chief will respond to on-call responses not covered by other staff. Expected savings are approximately \$57,000.
- The Fire Department will reorganize the Fire Prevention Bureau (FPB) by eliminating one FPB Fire Captain position and upgrading the other to a FPB Battalion Chief. The two FPB Fire Captains will be assigned to vacant positions in the Fire Suppression Bureau, while their previous FPB supervisor responsibilities will be assigned to the new FPB Battalion Chief. Remaining FPB staff will be able to cover necessary duties. This results in a net reduction of one position and a savings of approximately \$76,000.
- The Public Works Department will discontinue discretionary and non-emergency office and workstation modifications for other City departments. This will not affect service to the public. Two of the employees budgeted in this program will be reassigned and one position is vacant for an approximate savings of \$160,000.
- The Public Works Department will suspend support for City-sponsored and private special events and safety fairs that are not budgeted (except major street traffic control) and film company support. The event sponsor and film companies will be required to utilize private contractors for support. Temporary gutter repairs will also be suspended. The estimated savings is \$171,000.

- The City Manager Department will not fill three positions, and has significantly reduced spending on travel and other business related expenses. The three unfilled positions are a Program Specialist, a Management Assistant and a Clerk Typist.

4.2 Immediate Action Recommendations for FY 03

The Acting City Manager has directed that certain functions within the organization be thoroughly evaluated because they offer significant, and in some cases immediate, savings opportunities. This includes reviews of service delivery options related to the City's fleet of vehicles and equipment, as well as code enforcement, risk management and occupational health programs. As you know, a private firm has also been retained to take an independent look at the City's management and employee staffing and compensation. In some cases industry experts will be retained to assist with the review to capitalize on specialized expertise and objectivity, while in others various affected City departments have been asked to work together to identify cost saving options.

The City, as are most other governments and private companies, have seen Workers' Compensation costs skyrocket the past few years, and there does not appear to be a slowing of this trend. Therefore, it is suggested that a comprehensive review be conducted of the City's Workers' Compensation, Occupational Health and Risk Management services. The ideal approach would be to have the review managed as a joint effort between the City Attorney, City Auditor and Human Resources, with assistance from outside industry experts.

The Acting City Manager is taking other steps to reign in expenses that include restrictive policies on the use of City cell phones, take-home vehicles and employee travel. Also, the Technology Services Department is evaluating the City's desktop and network computer systems to determine the cost/benefit of extending replacement schedules. Departments were also directed to adjust staff work schedules and assignments to significantly reduce use of overtime.

The Acting City Manager has directed there will be no across-the-board salary increases for managers. In addition, certain organizational consolidations are being implemented immediately (e.g., Financial Management's Budget and Accounting Bureaus, and Technology Services bureau restructuring), and vacant management positions are being held vacant or filled on a temporary basis to provide the greatest flexibility for restructuring to the incoming City Manager.

5.0 THREE-YEAR FINANCIAL STRATEGIC PLAN

5.1 Three-Year Overview

This three-year financial plan is designed to address the City's structural budget deficit in a logical and balanced manner. Cost reductions are the primary options recommended within the Plan. Every attempt has been made to avoid impacts on public services. However, due to the magnitude of the gap, service impacts are unavoidable. Moreover, program reductions beyond those presented in this plan will create severe disruptions to core services.

The financial strategic plan on the next page identifies the program reduction and revenue options by major program areas. This strategic plan is a summary of hundreds of specific options to address the structural deficit which are summarized on the pages that follow (**Attachment 5** provides further detail on the proposed changes). The Plan reduces the gap over several years. Therefore, it includes the use of some one-time options; doing so avoids severe service disruptions, maintains the viability of the City as a full-service government, while at the same time bridging some of the gap while the City's revenue base expands. A summary of each area's options is provided on the pages following the financial strategic plan.

The program reduction and revenue option areas include:

- Types of Costs: General Administration and Management; Employee Compensation, Benefits and Work Practices; and, Materials, Supplies and Equipment.
- Service Delivery Methods: Contracting Opportunities; Operational and Organization Changes; Maintenance Reductions; Business Services and Attraction; and, Communication, Promotions and Special Events.
- Community Services: Capital Projects and Infrastructure; Recreation Services; Library Services; Public Safety Support and Related Services; Public Safety Emergency Services; Arts and Cultural Programs; and, Code Enforcement.
- Revenue and Other Sources of Funding: Return on Assets and Marketing Opportunities, New Fees or Taxes; Existing Fees or Taxes; and, One-time Revenues/Transfers.

Since the focus of this effort was to address the structural budget deficit, a clear distinction was made between ongoing and one-time cost reductions and revenues. One-time options help balance a particular year's budget, but do not resolve the structural deficit. It was mentioned in the Introduction and Background Section of this report that the City has had a structural budget deficit for many years, and that these deficits were partially covered with one-time solutions. The City no longer has sufficient one-time options to cover projected budget deficits. Ongoing cost reductions, balanced with reasonable assumptions of revenue generation, are the only means by which the structural deficit can be solved.

Three-Year Financial Strategic Plan

| Category | FY 04 | | FY 05 | | FY 06 | | Three Year Total | | % of the Solution |
|---|-----------------------|-------------|-----------------------|-------------|-----------------------|------------|-----------------------|-------------|-------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Estimated Structural Budget Gap | \$52,000,000 | | \$30,000,000 | | \$8,000,000 | | \$90,000,000 | | |
| Structural Deficit Remaining from Prior Year | | | \$11,676,014 | | \$6,401,213 | | | | |
| Total New Structural Gap | \$52,000,000 | | \$41,676,014 | | \$14,401,213 | | | | |
| Carry-over from Previous Year | (\$11,703,428) | | (\$2,652,414) | | (\$176,201) | | | | |
| Current Year Budget Gap | \$40,296,572 | | \$39,023,600 | | \$14,225,012 | | | | |
| General Administration and Management | (\$7,065,675) | | (\$3,225,783) | | (\$1,050,071) | | (\$11,341,529) | | 13.2% |
| Employee Compensation, Benefits & Work Practices | (\$3,370,982) | | (\$15,074,275) | | (\$4,967,441) | | (\$23,412,698) | | 27.2% |
| Contracting Opportunities | (\$976,381) | | (\$1,808,013) | | (\$1,000,000) | | (\$3,784,394) | | 4.4% |
| Operational and Organizational Changes | (\$5,275,668) | | (\$1,627,087) | | (\$38,048) | | (\$6,940,803) | | 8.1% |
| Capital Projects and Infrastructure | (\$1,257,664) | | (\$1,101,416) | | (\$500,000) | | (\$2,859,080) | | 3.3% |
| Maintenance Reductions | (\$518,385) | | (\$2,000,706) | | | | (\$2,519,091) | | 2.9% |
| Materials, Supplies and Equipment | (\$3,903,203) | | (\$876,121) | | | | (\$4,779,324) | | 5.6% |
| Recreation Services | (\$751,135) | | (\$1,120,725) | | (\$42,430) | | (\$1,914,290) | | 2.2% |
| Library Services | (\$846,876) | | | | | | (\$846,876) | | 1.0% |
| Public Safety Support and Related Services | (\$3,656,426) | | (\$2,289,036) | | (\$2,777,709) | | (\$8,723,171) | | 10.1% |
| Public Safety Emergency Services | (\$146,676) | | (\$1,300,000) | | | | (\$1,446,676) | | 1.7% |
| Arts and Cultural Programs | (\$780,858) | | (\$300,000) | | | | (\$1,080,858) | | 1.3% |
| Communication, Promotions and Special Events | (\$197,441) | | (\$213,708) | | | | (\$411,149) | | 0.5% |
| Business Services and Attraction | (\$312,215) | | | | | | (\$312,215) | | 0.4% |
| Code Enforcement | (\$184,402) | | (\$507,931) | | | | (\$692,333) | | 0.8% |
| TOTAL EXPENDITURE REDUCTIONS | (\$29,243,986) | -193 | (\$31,444,801) | -220 | (\$10,375,699) | -74 | (\$71,064,486) | -487 | 82.7% |
| Return on Assets & Marketing Opportunities | (\$4,520,000) | | | | | | (\$4,520,000) | | 5.3% |
| New Fees or Taxes | (\$790,000) | | (\$3,830,000) | | | | (\$4,620,000) | | 5.4% |
| Existing Fees or Taxes | (\$5,770,000) | | | | | | (\$5,770,000) | | 6.7% |
| TOTAL REVENUE ADJUSTMENTS | (\$6,560,000) | | (\$3,830,000) | | | | (\$10,390,000) | | 12.1% |
| Impact to Structural Deficit | (\$40,323,986) | | (\$35,274,801) | | (\$10,375,699) | | (\$85,974,486) | | 100.00% |
| One-time Revenues/Transfers | (\$2,625,000) | | (\$3,925,000) | | (\$3,925,000) | | (\$10,475,000) | | |
| Total Cost/Revenue Adjustments (including one-time) | (\$42,948,986) | | (\$39,199,801) | | (\$14,300,699) | | (\$96,449,486) | | |
| Carry-over Fund Balance | (\$2,652,414) | | (\$176,201) | | (\$75,687) | | | | |
| STRUCTURAL DEFICIT REMAINING | \$11,676,014 | | \$6,401,213 | | \$4,025,514 | | | | |

5.1.1 General Administrative and Management

Reductions in management and administrative staffing throughout the organization make up a significant portion of overall cost reductions in the proposed Plan. These reductions equal approximately **13.2 percent** of the overall plan solutions, totaling **\$11.3 million** in reduced expenditures. Management staffing would be reduced by close to 25 percent, or approximately 48 positions in General and related fund programs over the next three years, with an estimated \$5.3 million in savings. Reorganization and consolidation of department responsibilities will be required to achieve this significant reduction in staffing, single focus management positions will have to be collapsed with other managerial responsibilities. Some examples include consolidation of administrative oversight with marketing and customer relations' responsibilities, and combining accounting oversight with budgeting functions.

Administrative support staff would also be dramatically reduced during this period, requiring an increasing workload for remaining staff. In some cases, work previously performed will have to be deferred. It is anticipated that reductions in this area will result in increased response times to requests for information and special studies. Ad hoc analyses currently performed on a routine basis will have to be delayed if not a high priority, or deferred altogether. In addition, memberships in professional organizations, attendance at conferences and administrative supply budgets will be significantly reduced. Increasing the use of technology will be explored to help offset the impact of the proposed administrative reductions including use of the internet and automated phone systems for conducting City business. Organizational consolidation and elimination of overlapping responsibilities will also play a critical role in reducing staffing levels.

5.1.2 Employee Compensation, Benefits and Work Practices

The most significant spending reductions proposed are in employee compensation and benefits, reflecting input received through the community survey. These cost reductions apply to management as well as non-management staff. Reduced costs in this area make up **27.2 percent** of the overall planned budget curtailment and total **\$23.4 million** over the three-year period. The proposed reductions in this category total approximately 10 percent of current General Fund salary, wage and benefit costs.

It is also recommended that the City implement a new non-safety employee retirement plan where lower retirement benefits will be provided to new employees. Though the community survey related a general desire to rescind recent retirement enhancements granted to employees, State law prohibits the City from unilaterally reducing the pension benefits of existing employees. A new retirement plan tier is not expected to generate savings of consequence for the next three years, but it will save the City money later this decade.

Staff has previously discussed, in public session, that the primary cause of the City having to make payments to CalPERS again (approximately \$36 million beginning in FY 05) are the unprecedented investment losses experienced by CalPERS. The recently approved benefit increases for public safety and miscellaneous employees contributed to the cost, but investment losses by CalPERS is the primary reason that the City will soon no longer be superfunded. Long Beach is not alone in this predicament. Cities and other government agencies throughout California have been notified by CalPERS that their payments will be increasing dramatically; in many cities, those cost increases are immediate.

Staff from the Department of Financial Management has scheduled meetings between a coalition of public agencies, chaired by the City of Long Beach, and CalPERS to determine if there are options available to minimize, reduce or defer these unexpected CalPERS costs for all cities. The City may wish to pursue legislative remedies should these discussions with CalPERS be unsuccessful.

Further, the safety employee (Police, Fire and Lifeguards) pension plan offered by the City is now common to many municipalities in the State. A reduction to their pension benefits would put the City at a competitive disadvantage with other agencies in attracting and retaining public safety personnel, and therefore is not advisable at this time.

Since reducing pension benefits is not an immediate option, and introducing lower costs benefit tiers will not provide the immediate relief needed, the only viable option is for employees to support a much larger share of their pension and health benefits and, or, take wage reductions, cut backs in skill pays and reduced overtime. Reductions in this area are subject to negotiation with labor unions; therefore, the exact composition of the reductions cannot be specified at this time. Information from the outside compensation and staffing survey, which should be completed by April 2003, should play a key role in future labor negotiations. As previously communicated, there will also be no across-the-board management compensation increases this fiscal year.

The City and its employees have contributed to the pension plan in varying amounts over the years. Pension fund contributions are generally categorized into an employer and an employee share. Current City union agreements require the City to pay the employer share of the pension contributions, as well as the full employee share for public safety employees (9 percent of salary) and 7 of the 8 percent employee share for all other employees. Employees paid the employee share of the pension contributions until 1980, at which time the responsibility began to shift due to MOU negotiations to the City. Refer to **Attachment 6** for a brief historical summary of the pension plan.

Employee compensation and benefit cost reductions will likely impact the City's ability to retain and attract employees in the future. Implementing these reductions will require a close working relationship with labor unions and employee representatives. The City's employees share responsibility for the solutions needed to preserve core service functions within the City. The financial plan contains many changes that will bring about

dramatic impacts for City provided services. Should the proposed reductions in compensation and benefits not be implemented to the extent needed, further reductions in services, widespread job losses, including sworn staffing levels, will be unavoidable.

5.1.3 Contracting Opportunities

Past experience with contracting of services has proven to be an effective means of reducing costs without negatively impacting service levels. While not all services are good candidates for contracting, experience in landscape, custodial, and security services have proven to be very successful, and have generated millions of dollars in savings while providing a higher level of service. Though not a panacea, a reasonable level of contracting-out, combined with other approaches outlined in this plan, will help to solve the budget deficit in meaningful ways.

This area of the Plan recommends further contracting in the areas mentioned above over a three-year period. Some additional contracting-out would be initiated in FY 04, but a significant amount of the additional services would not be contracted until FY 05. This would allow time to attempt to transition as many individuals as possible to other positions and develop detailed specifications to ensure effective service delivery.

The Plan includes **\$3.8 million** in savings over the three years and makes up **4.4 percent** of total savings included in the Plan. Savings would be realized through contracts for reprographic services, landscape maintenance of street median islands, custodial services in City facilities, weed abatement functions, further contracting of park maintenance, facility maintenance functions in various departments, and surveying services.

In addition to the savings identified in the Plan, a number of in-depth studies are recommended for service assessment that may result in further contracting-out or contracting-in opportunities. These include information and technology services, fleet maintenance, towing services, parking enforcement, helicopter maintenance, billing and collection services, business license processing, and street sweeping services. Section 6 provides further detail on service assessment recommendations.

Using a multi-year, planned approach, when implementing service contracts is recommended so that individuals currently performing these functions can be transitioned to openings in other areas in the City or with the contractor selected.

5.1.4 Operational and Organizational Changes

Operational and organizational modifications are another major component of the Plan. This area accounts for approximately **8.1 percent** of the total three-year recommended options at approximately **\$6.9 million**, with most of the changes proposed for the first fiscal year of the plan (FY 04). This category includes a number of different options to minimize costs, maximize resources and enhance efficiency and effectiveness of City operations.

Examples of operational changes in FY 04 include renegotiating contracts with other agencies to lower operating costs, reorganization of customer service representatives to perform necessary tasks with less personnel, and finding creative and innovative funding sources to relieve General Fund costs and generate full cost recovery from other City agencies. A reduction of centralized technology support services for City departments is also being proposed with reductions in computer server support, network management, email services, Internet and Intranet development and support, applications development, and other support functions.

Operational and organizational changes may impact current service levels and internal City functions, but will result in significant cost savings. Many of these reductions will affect departments Citywide, such as the reduction in computer support functions. Still, other changes may result in higher administrative workloads for some departments. The main goal of operational and organizational modifications is to reduce operating costs so that the most core and critical services receive priority. This means that other “nice to have” services and internal operations may have some funding diverted to higher priority services. It is also recommended that in-depth reviews of specific areas with overlapping functions take place in the coming months including: code enforcement, information and technology services, communications and promotion functions and neighborhood service functions. Section 6 of this report provides further detail regarding service assessment opportunities.

5.1.5 Capital Projects and Infrastructure

The City is committed to maintaining its infrastructure, and providing proactive maintenance to prevent accidents and expensive emergency repairs. The City currently reviews infrastructure maintenance needs regularly, and addresses these issues before they become potential problems. Due to the severity of the budget deficit, the City may need to shift into a more reactive mode. Some preventative City infrastructure maintenance could be deferred or reduced to provide a structural cost savings. Savings recommended in this area total **\$2.9 million** and make-up approximately **3.3 percent** of the overall savings in the three-year plan.

Examples of these infrastructure reductions include reducing the contract for gas pipeline replacement work, deferring non-critical maintenance on gas equipment, less frequent structural maintenance at parks facilities, reducing resources for mini-park development, and delaying enhancements to the wireless communications system used by City departments and several outside agencies. In addition to deferral of preventative maintenance, staff are exploring alternative funding sources for existing capital projects, which may provide opportunities to fund critical infrastructure needs not currently being addressed, such as alley maintenance and improvements. These alternative funding sources may also relieve \$1,000,000 in General Fund support to capital projects in FY 05 and FY 06, while keeping priority infrastructure projects funded at the current levels.

There are only a limited number of reductions in this area, since delaying or deferring maintenance only extends the problem into future years and will eventually result in higher costs. The community survey results also indicated that the public supports funding for City facilities, streets and sidewalks. Critical capital improvement projects such as Americans With Disabilities Act (ADA) projects and the Sidewalk Improvement Program are not recommended for reduction; however, other CIP projects may be suspended to allow for additional savings in the General Fund. Staff believes that the proposed reductions mentioned above will have a relatively minor impact at the present time, while generating significant cost savings.

5.1.6 Maintenance Reductions

The City takes pride in having well maintained City facilities, parks, and clean and safe City-owned property. However, some maintenance reductions will be required as part of the Three-Year Financial Strategic Plan. Recommended maintenance reductions totaling **\$2.5 million** make-up **2.9 percent** of the financial plan savings. Maintenance reductions include less frequent grounds maintenance at parks, Ranchos and undeveloped City lots starting in FY 04. The City will still provide these services, but the frequency with which they are provided will be reduced.

Another significant opportunity for cost savings is dramatically reducing the capacity of in-house maintenance, modification and repair of City facilities. Significant reductions in painting, plumbing, HVAC, electrical and carpentry are proposed in FY 05. The reduction of these services would have an impact not only on City facilities, but also on the City's ability to service public safety support efforts and special projects throughout the City. Improvements in these areas will have to be included in the annual Capital Improvement Budget with defined funding sources.

5.1.7 Materials, Supplies and Equipment

In keeping with the philosophy of reducing overhead, it is recommended that the City implement a significant reduction in materials, supplies and equipment that are not critical to core service delivery. Staff recommends that the City reduce these expenses by approximately **\$4.8 million** over the next three years, which makes up approximately **5.6 percent** of the overall savings.

Examples in this category include substantially fewer cell phones and pagers for City staff, and a large reduction in office supplies, furniture, reprographics and computer equipment. Significant cost savings can also be achieved by reducing the City's light-duty fleet by approximately 400 vehicles and the heavy-duty fleet by 60 vehicles over the next three years. The City will rely more heavily on the use of auto allowance and the mileage reimbursement program to compensate employees for the use of their private vehicle for City business, rather than rely on a large City fleet.

Employees will be encouraged to continue to use older equipment and fewer supplies whenever possible, find alternatives to printing large quantities of documents and defer purchases of computer equipment as long as possible. Possible impacts of these reductions include fewer publications for public use, heavier reliance on electronic mail and computerized documents and slower and less capable computer systems. These reductions may run counter to the recommended reduction in management and administration staff since, as the City reduces its administrative personnel, it will need to become more dependent on technology to perform the required tasks. Staff will have to balance the investment in future technology and equipment against reducing staffing levels to ensure that the best options are identified.

5.1.8 Recreation Services

The Parks, Recreation and Marine Department (PRM) developed and matured into a nationally recognized organization that provides extensive recreational services to community members of all ages and economic groups, through both supervised and unsupervised recreation programs.

This area of the Plan accounts for approximately **2.2 percent** of the total three-year solution at approximately **\$1.9 million**. The recommended reductions in recreation services in FY 04 include paring down recent program enhancements such as the Environmental Stewardship Program, and curtailing staffing and services supporting some youth, teen, adult and senior activities. The affected services and programs could include nighttime availability of sports facilities and programs, the Teen Volunteer Program, Senior Olympics, Roller Hockey, Pools of Hope and adult sports.

In FY 05, reductions would impact programming at both Ranchos, curtail adaptive recreation, suspend staffing at smaller park sites, eliminate staff support for the Club on the Green Senior Center, contract or eliminate two day camps, suspend the Mobile Skate Park Program, reduce recreation programs at school sites, suspend the art programs at Miracle Park, reduce by 50 percent available free youth sports programming, and eliminate Season II of Midnight Basketball. In FY 06, it is recommended that PRM reduce programming levels in the Discover Long Beach Program, an educational nature program provided to selected elementary students in the LBUSD.

5.1.9 Library Services

This area accounts for approximately **1.0 percent** of the three-year solution, creating approximately **\$847,000** in cost reductions to the General Fund. Recommended reductions in FY 04 focus to the greatest extent possible on reductions in operating expenses and staffing, to minimize impacts to direct library services. The materials and book purchase budgets will be lowered to prior year levels, reversing a recent enhancement.

Curtailment of some library services will be unavoidable in FY 04; however, by closing the Main Library and Bayshore branch on Sundays and reducing evening hours at the El Dorado and Los Altos branches.

In an effort to generate further savings, it is recommended that a system of rolling neighborhood library closures be implemented to allow Library Services to further reduce operating and staffing costs without permanently closing branches. A system of rolling closures would keep ten of eleven neighborhood libraries open 4 days per week, while the eleventh library would continue to be open 6 days. This is preferred over the outright closure of one or two branches, which would leave geographic areas completely un-served. The schedule of closures would be geographically planned to provide patrons the opportunity to go to an alternate nearby location on the day their neighborhood branch is closed.

5.1.10 Public Safety Support and Related Services

Services related to the support of public safety span several departments. While these services are not considered as critical as the City's emergency response services, they are considered important for the long-term safety and health of the community. This area accounts for **10.1 percent** of the three-year solution, at approximately **\$8.7 million**. Since Public Safety makes up over 60 percent of the General Fund Budget and every effort was made to minimize the impact of reductions on emergency services, support services were the only viable alternatives for cost reductions.

The Police Department is committed to focus sworn officers on responding to calls for service, and to that end 48 officers are being reassigned from support functions back into the Patrol Bureau. This action will serve to reduce overtime costs and will put additional police officers on the street, above and beyond the 36 additional officers being added through the recently accepted COPS grant. This will be achieved by reconfiguring numerous other services including Support and Planning, Accident Incident Detail, Communications, Youth Services, DUI Detail, Internal Affairs, Court Affairs, Administration and DARE. In addition, support services such as the Police Athletic League (PAL) and graffiti abatement teams may be substantially reduced or eliminated in FY 06. The net impact of these shifts will be a streamlining of police support operations, although a reduction in the level of programs aimed at promoting crime prevention will be inevitable. Some of the functions previously provided by specialty details will be incorporated into the daily duties of patrol such as juvenile investigations and graffiti abatement.

It is also recommended that other departments providing public safety support activities, including Health and Human Services (through reduced animal control staffing in FY 04) and Parks, Recreation and Marine reduction in the Park Ranger Program and suspension of staffing support to PAL in FY 06 reduce service levels in these activities.

In addition, the responsibility for school crossing guard services is recommended for transfer to the Long Beach Unified School District (LBUSD). The City can simply not afford to subsidize LBUSD for this program. This could be done gradually over the three-year period to provide LBUSD time needed to put its funding in place and/or to develop a volunteer program. The funding shift would take place in FY 05 and FY 06. There should be no impact on service delivery; however, the shift will allow the Police Department to focus on its core goals and activities related to fighting crime.

Because budgets for sworn personnel were not considered for reductions at this time, Police Department workforce reductions come from the civilian side of the organization, in both clerical and community relations functions. To the extent that essential work is being performed by non-sworn positions that are eliminated to contribute to savings, there will likely be a significant impact on the capacity of the sworn staff to perform their duties in an efficient and effective manner. The measured reduction in overtime usage must also be accomplished.

5.1.11 Public Safety Emergency Services

The effective delivery of public safety emergency services has been the number one priority for the community. This opinion has been reinforced through the 2010 Strategic Planning process as well as the "Voice Your Choice" survey process. Responsiveness to public sentiment is reflected by the annual budget allocations received by both the Fire and Police Departments.

While the level and effectiveness of emergency services provided by the City are excellent when measured by response time, there are several areas within these operations where changes may generate savings without compromising service delivery. Reductions in this area account for approximately **1.7 percent** of the three-year solution, at approximately **\$1.4 million**. In FY 04, a comprehensive outside review of the fire service should be performed. Given the high costs associated with providing fire service as the City does currently, the City must evaluate whether potential savings could be realized by restructuring service delivery methods, including staffing levels, location and the number of fire stations. Based upon the results of the fire service review and in light of the budget dilemma, in FY 05 the City may be forced to close certain fire stations, reduce apparatus staffing, eliminate rescue companies and possibly consolidate police and fire emergency dispatch functions. Modest savings have been included in FY 05 for anticipated cost reductions associated with service assessments in emergency services.

5.1.12 Arts and Cultural Programs

General Fund support for the arts will need to be significantly reduced over the next three fiscal years. This staged approach to reducing such funding will allow these organizations time to adjust their operations and to work toward increasing their fund-raising capacity. This area accounts for approximately **1.3 percent** of the Plan, at approximately **\$1.0 million**. This represents a 30 percent reduction in this service area.

In FY 04, the General Fund allocation to the Public Corporation for the Arts (PCA) should be reduced by 40 percent. In addition, the enhanced funding to the Long Beach Museum of Art will be reduced to FY 02 funding levels, and the Municipal Band concert series should be shortened from 8 weeks to 6 weeks of performances. Furthermore in FY 04, funding for specialized International City Theatre Youth Theater (ICT) programs and Folklorico dance groups would be eliminated. (The City should work with private funding sources and other entities to identify replacement funding for these programs.)

In FY 05, the PCA budget would be reduced by another 36 percent, reducing General Fund support for the PCA to \$350,000, the funding level provided in the late 1980s.

5.1.13 Communication, Promotions and Special Events

This area accounts for approximately **0.5 percent** of the Plan, at approximately **\$411,000**. The Three-Year Financial Strategic Plan recommends consolidation of communication and promotion efforts throughout the City. Reductions are anticipated in the number of Public Information Officers and consolidation of overlapping functions with the ultimate goal of improving communication with the public by streamlining and simplifying modes of communication. A reduction in the number of City publications and the size of existing publications such as the WAVE and Parks, Recreation and Marine's schedule of classes will most likely result, but it is anticipated through careful planning, the use of technology and consolidation of resources, the City will maintain open lines of communication with the public.

In addition, an in-depth review of communication, promotion and special events will facilitate the development of a rational plan for reducing costs without undermining the City's attempts to better communicate with the community. Furthermore, increasing efforts to support advertising sponsorship and marketing programs is also recommended to generate additional revenues.

City staffing of special events and City Council community/safety fairs often performed on overtime, will also be eliminated. Event organizers will either have to pay the full cost of City services or contract with private operators where appropriate.

5.1.14 Business Services and Attraction

The City's economic development policy is to retain existing businesses, and to attract new ones to the City. Desired businesses include those that meet our citizens' needs by providing employment opportunities and a diverse mix of services and products. As the results of the survey demonstrated, business services and attraction is one of the most valued services the City provides. The City's 2010 Strategic Plan further emphasizes the importance of having a proactive economic development effort. Therefore this area represents only **0.4 percent** of the Plan, at approximately **\$312,000**.

Customer service within Public Works for subdivision maps and development agreements should be considered for reduction, along with eliminating the Community Development Department's Business Technology Division (BTD). The BTD was envisioned to spur technology business growth in the City during the dot.com boom. Due to the massive downsizing of that sector over the past two years, the BTD was never fully implemented. This reduction will allow Community Development to focus on other primary City economic development priorities including development of small neighborhood businesses, continued growth in tourism and related support service companies, and attracting and retraining trade-oriented companies.

In addition, later this month the City Manager's Office, Community Development Department and Economic Development Commission will be updating the City Council on the need for a comprehensive Economic Development Strategic Plan, as called for in the 2010 Strategic Plan. The development of the Economic Development Strategic Plan will involve a broad cross-section of community and business input and that, when completed, will provide Long Beach with a comprehensive, long-term vision for the balanced economic development of Long Beach.

5.1.15 Code Enforcement

There are a myriad of code enforcement services managed by several City departments, and proposed reductions in this area represent approximately **0.8 percent** of the Plan, equaling approximately **\$692,000**. The Three-Year Plan recommends an immediate study of the various functions performed in this area, including enforcement efforts in the City Manager's Office, the Planning & Building Department, the Community Development Department, the City Prosecutor's Office, the City Attorney's Office, the Health Department, the Fire Department and the Department of Financial Management. Technical complexities inherent in this program category dictate that the services provided are carefully studied prior to implementing extensive changes. There are, however, several suggestions for immediate service revisions in FY 04 including coordinating the Neighborhood Nuisance Abatement Program in the City Manager's Office with the City Prosecutor's Office, and the elimination of three building inspectors in the zoning and weed abatement programs.

In FY 05, following the study of this area, it might be recommended to consolidate and streamline code enforcement efforts to generate savings where possible. If sufficient savings cannot be identified through consolidation of services, reductions may be required in City-provided weed abatement and Community Code Enforcement efforts.

5.1.16 Return on Assets and Marketing Opportunities

Transfers from several other funds, such as the Gas and Towing Funds, have been used on an ongoing basis for a number of years to balance the General Fund budget. The following additional options, among others, are being evaluated for possible implementation beginning in FY 04:

- SERRF profit transfer
- New City marketing opportunities
- Recoup full cost of Signal Hill fire services agreement
- Gas Fund transfer (increase in recurring transfer)

These assets and marketing opportunities would generate approximately **\$4.5 million** in FY 04, or **5.3 percent** of the structural deficit.

5.1.17 New Fees and Taxes

As is evidenced by the level to which cuts are being proposed, cost reductions are the primary means suggested to solve the budget deficit. Increases to fees and taxes were sought at the point in the BEP where it became clear that additional cuts to programs and services would be excessively severe. This category includes fees or taxes not currently being collected by the City. New fees generally require City Council approval, while new taxes require voter approval.

In many of the options identified, revenue increases are designed to bring a fee or tax to levels comparable to surrounding cities and/or to recoup the actual cost of the service provided. No new fees or taxes are proposed to take effect in FY 03.

The following options, among others, are being evaluated for possible implementation beginning in FY 04:

- Applying Business License Tax to businesses currently considered exempt
- Charging for certain preferential parking permits
- Applying a tax on natural gas produced by oil operators
- Establishing a private collection agency contract to recover lost towing revenue
- Charging an "After Hours Release Fee" for towed cars
- Levy a port container tax
- Assess a library tax dedicated to support the Library System
- Establish entertainment venue admission tax

The exact nature of these increases will be determined in the months that follow, as the City Council receives community input and deliberates on the Plan.

In addition, the following options, among others, are being evaluated for possible implementation beginning in FY 05:

- Charge for use of gas pipelines for fiber optics (pilot program in progress)
- Raise the Transient Occupancy Tax (TOT) on hotel room rentals by 2 percentage points
- Levy a parking fee on paid parking lots similar to other area cities

This area of the Plan includes **\$4.6 million**, or **5.4 percent** of structural deficit, in FY 04 and FY 05 for revenue from new fees and taxes. The exact nature of the fee and tax increases will be determined in the months that follow, as indicated in the previous paragraph.

5.1.18 Existing Fees or Taxes

Again, the BEP was not predicated on raising taxes or fees. Nonetheless, a number of existing City fees and taxes were evaluated by staff for possible increase should the City Council approve. Increases to either would require City Council approval, while tax increases also require voter approval. In many of these options, proposed increases will seek to bring the fee or tax up to a comparable market level with surrounding cities, or to recoup the actual cost of the service provided.

The following options, among others, are being evaluated for possible implementation beginning in FY 04:

- Civic Center parking rate increase
- Street sweeping parking violation rate increase
- Increase select other parking violation rates
- Business License Tax discount – sunset in December 2002
- Increase returned check fees to recoup costs
- Increase gas service re-connection fee to recoup costs
- Increase gas service establishment fee to recoup costs
- Utility late fee increase
- Oil production tax increase
- Increase number of adult sport teams and fees
- Business License Permit/Investigation fee increase
- Animal control fees increase
- Recreation swim fee increases
- Certain health clinic fee increases
- Towed vehicle storage fee increase

A combination of increases to existing fees and taxes mentioned above are considered feasible for FY 04 and are included in the Plan at approximately **\$5.8 million**, or **6.7 percent** of the structural deficit.

Increases to existing fees and taxes are not contemplated for FY 05 or FY 06.

5.1.19 One-Time Revenues/Transfers

One-time revenues are those that are not expected to be received on a recurring basis. An example would be the \$5 million received from Southern California Edison several years ago as part of the renegotiated franchise agreement. Transfers come from other City funds, primarily Internal Service and Enterprise funds, may be one-time or may be counted on for several years. In the current fiscal environment, new transfers from

other funds are being considered only due to the severity of the General Fund's budget situation. Before affecting a transfer, the fiscal condition of the fund making the transfer must be taken into account. The result of transferring from other funds is that equipment and capital replacement in these funds will be deferred, and it affects the ability of these funds to respond to unanticipated needs.

The following new or incremental one-time revenues and fund transfers are being considered:

- Transfer from General Services Fund
- Transfer from Employee Benefits Fund
- Airport Fund repayment to the General Fund
- Transfer from Insurance Fund
- Sale of City Hall East

A combination of the above is estimated to contribute \$2.6 million in FY 04, \$3.9 million in FY 05 and \$3.9 million in FY 06. These one-time transactions do not reduce the structural deficit but provide a more desirable option to severe budget reductions partially bridging the gap while the City restructures its budget.

The City Council designated \$35 million Emergency Reserve was not used as a funding source in this proposed plan.

5.2 Options to Financial Plan Recommendations

While developing the three-year plan, it was important to not only come up with a plan to address the structural deficit facing the City but to provide additional options if some of the proposed alternatives are not acceptable. As such, City staff is developing a list of options for consideration and expects to have them available during the March budget workshop. Although the items identified in the proposed Three-Year Financial Strategic Plan are not pleasant, options identified may be even less desirable. Nonetheless, they will be potential options to consider.

It is the goal of City staff to continue to provide the City Council with all available options and as many creative ideas as possible. As recommended operational reviews are completed, it is anticipated that further options may be developed (see Section 6 for a list of recommended studies.)

6.0 AREAS FOR SERVICE ASSESSMENT AND OPTIMIZATION

In developing the Plan's recommendations and options, it was clear there were a number of areas that had potential for significant cost savings but required a more thorough review and analysis of potential opportunities for restructuring service delivery.

6.1 Services Considered for Contracting-In/Contracting-Out

The areas highlighted below were identified for possible contracting-in or contracting-out of service delivery. Contracting-in work from outside agencies could help offset fixed costs associated with operations, while contracting-out service delivery with a private operator could reduce ongoing operating costs and in some cases increase service efficiency. Areas which could be considered, include:

- Fleet Vehicle Maintenance
- Parking Enforcement Operations (citation issuance and billing and collections)
- Weed Abatement *
- Landscape and Street Median Maintenance *
- Custodial Services *
- Helicopter Maintenance
- Towing Operations *
- Reprographic Services*
- Information and Technology Services*
- Billing and Collection Functions
- Business License Processing
- Street Sweeping

* Partially Contracted Already

6.2 Services Considered for Optimization

In addition to evaluating areas for potential contracting opportunities, a number of current operations and practices were identified as good candidates for potential redesign of service delivery or consolidation of functions. A number of these service areas would benefit from an outside review due to required expertise and objectivity. With the potential for significant cost reductions that could be generated, it is recommended that these reviews be undertaken immediately using savings generated through retirements during the current fiscal year. These include:

- Review of Compensation and Staffing (currently underway)
- Review of City Workers' Compensation, Risk Management and Occupational Health Functions and Costs
- Code Enforcement and Inspection Services
- Fire and Police Dispatch Consolidation
- Fire Service Level Review

In addition, staff will be directed to conduct operational reviews in the coming months to determine if additional savings/revenues can be generated, or services improved, by restructuring service delivery in the following areas:

- Meter Reading and Billing Cycles
- Consolidation of Contract Management Functions
- Video Production Services
- Neighborhood Services
- Information and Technology Services
- Communication and Marketing Functions
- Citywide Employee Safety Program
- Surveying Services
- Geographic Information System (GIS) Service Provision
- Citywide User Fee/Cost Recovery

While the reviews recommended above are an important part of the budget evaluation process and could result in significant savings in the future, it is important to continually assess service delivery methods to improve organizational effectiveness. The Long Beach Plan provides a good foundation for performance evaluation in the future and will create an ongoing feedback mechanism to evaluate City services.

7.0 TRANSITION STRATEGY FOR IMPACTED EMPLOYEES

One of the first actions taken in response to the budget challenges facing the City was the implementation of a hiring freeze. Vacancies maintained through the hiring freeze are not only generating savings to carry forward into the next fiscal year, it is also creating opportunities to accommodate employees impacted by recommended budget reductions. As a result of the serious efforts made in supporting the hiring freeze, over 400 positions are currently being held vacant throughout the organization. Staff will be carefully reviewing current vacancies and comparing these to proposed reductions in staffing recommended in the Plan, to develop a transition plan for impacted employees. It is anticipated that a significant number of employees can be moved into vacant positions or retrained for opportunities in other areas in the City. A commitment has been made that “no one will be left behind” in this process.

7.1 Federal/State Resources Available through Workforce Development

Through Workforce Investment Act grants and an anticipated National Emergency Grant that the State is submitting on behalf of public agencies throughout California, many resources will be available through the Career Transition Center to assist City employees impacted by the recommended changes in service delivery. These include support for workshops, retraining, education assistance, career counseling, general job searches and general support services.

7.2 Transfer and Retraining Employees

As budget service reductions are finalized, the City, through the Human Resources Department and the Civil Service Department, will address transitioning employees within the City as much as possible. Staff is developing a plan to facilitate the transfer of employees within the City organization to vacant positions that match their existing skill sets. In addition, for employees willing to learn new skills or trades, opportunities will be made available for retraining employees for positions requiring different skills through Workforce Development efforts and available grant funds. While every effort will be made to retain employees within the City, the Career Transition Center will assist employees' transition to opportunities outside the City if sufficient positions cannot be identified within the organization.

8.0 CITY COUNCIL-REQUESTED REPORTS

8.1 Funding for Council Priorities

The City Council has requested that staff identify options in order to fund \$2.4 million for the following City Council district priorities:

Code Enforcement Team

In the area of Code Enforcement, an immediate citywide study of code enforcement activities is recommended. It is expected that through reorganization of responsibilities and enhanced use of existing resources, code enforcement efforts can be improved while reducing the cost of this program.

Park Ranger Expansion

Without a dedicated funding source the Park Ranger Program cannot be expanded. Furthermore, the Plan recommends reducing the Park Ranger Program in Fiscal Year 06, though overall staffing will still exceed FY 01 levels by 30 percent.

Pocket Park Expansion

Again, without a dedicated funding source for park development, expansion of the pocket park program will require community support and funding.

Youth Commission

Parks, Recreation and Marine and Community Development have committed to develop the Youth Commission concept within their existing budget allocations.

Alley Sweeping and Improvements

Staff recognizes that alley maintenance and improvements are a high-priority for the community. It is recommended at this time that \$500,000 be allocated in the FY 04 budget to begin to address alley maintenance and improvements Citywide. Staff is researching the potential to use existing transportation funding for such efforts.

Beyond that, there has been some discussion of incurring additional General Fund debt to finance infrastructure repair, improvement and construction; in other words, borrowing money. This may make sense when two situations exist, at the same time:

1. The budget is balanced; that is, ongoing revenue is sufficient to support increasing debt costs; and,
2. New ongoing revenue is available to pay the new ongoing debt payments.

Given the current fiscal situation, incurring additional debt is not recommended unless a new source of funds to make bond payments is identified, such as assessments or General Obligation taxes. Recent borrowings, for example, to fund public safety facilities have exacerbated the City's fiscal dilemma, since there was no new revenue available to fund the annual bond payments. Len Wood reinforces this policy in his

book *Dollars & Sense*, when he cautions that “You cannot borrow your way out of a fiscal crisis.”

The prudent course of action is to prioritize specific City Council needs along with all other City programs. Those programs that fall to the bottom of the priority list could be eliminated or budgets reduced and/or fees or taxes increased to fund higher priority programs.

Homeless Services Assessment Study

The Homeless Services Assessment Study has been initiated with Community Development Block Grant support.

Facility Centers Assessment

Existing funding for park and library facility assessments will also support a physical condition assessment of the existing facility centers. Unfortunately at the present time, inadequate funding is available for a full-scale community needs assessment. Health and Human Service Department staff will continue to try and identify a funding source for such a study.

8.2 Status of Fund Balances

The City Council requested staff to periodically report fund balances for the General Fund, as well as the Special Advertising and Promotion, Fleet Services, General Services, Insurance, Gas and Towing funds. In response to requests by the City Council to provide a comprehensive disclosure of fund balances, **Attachment 7** was designed to report all components of fund balance.

The attachment provides a detailed listing of each fund’s projected September 30, 2003 ending fund balance. It further breaks down amounts that are unrestricted, designated as restricted by the City Council (e.g. Emergency Reserves, Bus Shelter Revenue for North Long Beach PAL, etc.), and those that are legally restricted (e.g. City Charter, bond covenants, asset seizure funds, etc.) The columns on the attachment show the amount projected based on the City Council adopted FY 03 budget, the amount projected taking into account City Council approved adjustments to the FY 03 budget, and the amount projected taking into account revenue and expenditure estimates to close FY 03.

8.3 Status of Previous Revenue-Generating Ideas

Attachment 8 is a list of revenue generating ideas put together in the spring of 2001 by the City Manager’s Executive Management Team. A few of the ideas have or are being acted upon, but many of them were deemed infeasible. Examples of some ideas that are coming to fruition including City’s marketing program and renegotiation of the Signal Hill fire services contract.

8.4 Funding Alternatives for Parks & Recreation Operations and Development

New funding for construction and maintenance of pocket parks has not been identified to date. City staff have sought grant funding sources, but those identified are available only for larger parks. Pocket parks are normally small lots that need turf, playground equipment, irrigation, etc. Staff will continue to search for funding and will report back as funds are identified. Pocket park funding, if so desired by the City Council, should be added to the BEP and taken into consideration along with other budget options.

In addition, with regard to Citywide needs for additional parks in general, staff is investigating tax and assessment revenue options. Both would require voter approval.

9.0 NEXT STEPS AND ONGOING ACTIVITIES

The City Manager's Executive Management Team reviewed thousands of ideas submitted by the public and City employees, which serve as the basis of this proposed three-year financial plan. The delivery of this plan to the City Council is just the beginning of the longer-term effort to achieve a sustained solution to the City's budget challenges. Several key steps and activities should be initiated to consider and implement recommendations contained in this plan. Suggested steps include the dissemination of the community survey results along with the recommendations contained herein, the initiation of selected operations reviews and the development of an employee transition strategy.

9.1 Further Dialogue and Deliberation

Continued dialogue and deliberation are critical next steps in this Budget Evaluation Process. Clear and timely feedback regarding work performed to date is essential to encourage further input needed for informed decision-making. City staff will employ several avenues to disseminate the results of the community survey and the details of the plan, with the intention of continuing the vibrant dialogue initiated through the Budget Evaluation Process. The first such step will be a press briefing, scheduled for January 8, 2003, to provide details of the community survey results and the draft plan.

The community survey results will be available at many City facilities. As with the survey itself, the results will be published in English, Khmer and Spanish. It will also be distributed to all of the community and business groups with whom City staff met or communicated with in November 2002. In addition, the results will be posted on the City's Internet web page later this month, and will include both the computed results and the other ideas/comments.

In addition, a budget workshop has been scheduled for staff to formally present the final Plan recommendations to the City Council on Tuesday, January 28, 2002. Staff suggests that, following the workshop, the City Council consider scheduling time for formal deliberations on this plan, as well as options brought forth by the Budget Advisory Committee.

Community workshops have been planned during the month of February, culminating in a unifying Town Hall meeting on March 1, 2003, to provide an opportunity for community discussions and input regarding the City's budget. Shortly thereafter, the City Council could conduct a series of budget planning sessions focused on various cost reduction and revenue generation options in terms of the areas listed in the Plan. Due to time constraints, City staff will need to begin assembling the FY 04 budget in March 2003, but will incorporate the solutions from the adopted three-year financial plan at the conclusion of the City Council's budget planning workshops. Council feedback and Plan endorsement or modification will be needed by April 2003 to allow staff adequate time to prepare the FY 04 Proposed Budget. A recommended schedule of community workshops can be found in **Attachment 9**.

9.2 Initiate Immediate Operations Reviews

Several operations reviews should be initiated immediately to provide clear, objective guidance for potential changes in the following areas: Compensation and Staffing (already underway); Workers' Compensation, Risk Management and Occupational Health; Code Enforcement/Inspection; Fire and Police Dispatch; and, Fire Services. In addition, staff will continue developing options for consolidation of functions that will improve organizational efficiency. These reviews will be used to more accurately assess potential cost-saving opportunities that can be factored into future budgets, while also identifying possible ways to improve service delivery to the community. Funding for these efforts will come from savings generated through the hiring freeze.

9.3 Develop an Employee Transition Plan

A combination of community priorities and prudent public administration were the basis of the recommendations contained in this plan. While the results reflect a downsizing of the organization and movement toward a sustainable fiscal future, many employees currently providing services to the community will be impacted.

The Acting City Manager has made a concerted effort, through proactive policies and human resources administration, to mitigate the negative impacts and accommodate any employees displaced via the aforementioned budget and service reductions. The current hiring freeze has been maintained despite a high demand for hiring personnel the past few months. A transition plan must be developed to responsibly assist impacted employees. It is anticipated that the Transition Plan will articulate the means by which employees impacted by service curtailments or elimination will either be transferred into another department within the City, retrained where a skill-deficit exists and transferred into another area within the organization, or, in the worst case, released from the City. The Transition Plan will also provide processes by which employees leaving the organization will be provided extensive job transition resources, which will provide career management services, the opportunity for retraining, on-going education and support, and relocation services.

9.4 Ongoing Management of the Three-Year Financial Strategic Plan

While much work remains prior to Council's endorsement of the final approach for the Financial Plan, clearly the City's attention will be focused on progress made in achieving our objectives to reduce the structural deficit and monitoring changing economic conditions for years to come. With great uncertainty surrounding the State budget situation and the economy we will need to be positioned to change course and identify further options for reducing expenditures or enhancing resources at any time. As a result, it is recommended that a Budget Oversight Committee be formed to provide continuing feedback on the status of the City Budget, accomplishments of the Financial Plan and advice for future modifications to the Financial Plan if conditions change or recommended actions do not produce adequate savings or resources. In addition, with

over \$4.0 million in structural deficit remaining at the end of FY 06, further options will have to be developed if the economy does not dramatically improve over the next three years. The Budget Oversight Committee could provide the Council with informed advice on short notice. Such a committee might be composed of the City Auditor, the City Manager, the Director of Financial Management, a member of the Budget Advisory Committee, and an outside financial expert, possibly Mr. Wood.

The Three-Year Financial Strategic Plan represents a response to the challenge presented to staff by Mayor O'Neill and the City Council last August 2002, when the Mayor submitted her proposed FY 03 Budget. It lays out a rational and balanced approach to reducing the size of government and reduces the gap between on-going expenditures and revenues. While much work remains to be done, this process represents the beginning of a new way of managing the City's assets and delivering services. A recommended list and schedule of upcoming events is included in **Attachment 9**. It is anticipated that the open dialogue initiated during the past three months will continue as a means of managing City operations for years to come.

Attachment 1

Long Beach Plan Department Goals

Long Beach Plan Core Service Department Goals

City Manager

- Restore the public trust in the community's law enforcement agency.
- Abate nuisance activities in the community.
- Ensure external intergovernmental activities positively impact the City.
- Eliminate hate crimes in the City.

Community Development

- Develop/improve residential, commercial and industrial buildings and property.
- Stimulate/strengthen local and regional economy.
- Provide opportunities for Long Beach residents to improve their social well-being.

Financial Management

- Ensure the safety and security of the City's assets.
- Provide the financial resources necessary to support the goals and operations of City departments.
- Develop sound financial strategies for business decisions.
- Actively support the local business economy.

Fire Department

- Save lives and property by responding effectively to emergencies.
- Save lives and property by providing effective prevention, education and preparedness services.

Long Beach Energy

- Provide safe, reliable, and cost effective energy to the citizens and businesses of Long Beach.
- Insure that Long Beach is a clean, healthy, and attractive place in which to live, visit and work by maintaining the City free of refuse and debris in an environmentally friendly manner.
- Provide safe, reliable and cost effective equipment so that City departments can accomplish their goals.

Health and Human Services

- Promote healthy behaviors to prevent the spread of communicable disease and improve the health of the community.
- Identify and improve environmental conditions of the community.
- Protect the community from injury, disease, and nuisances caused by animals.

Human Resources

- To support a stable, diverse and productive work force for the City operations.
- To protect City assets and ensure a safe and accessible environment for the work force and the public.

Library Services

- Increase youth and adult literacy.
- Enhance the community's ability to access information to meet educational, recreational and cultural needs.

- Ensure that the level of resource materials meets the needs of a highly diverse public.
- Provide library facilities that are safe, accessible and responsive to the community's changing needs.

Oil Properties

- Protect the environment and ensure safe working conditions by proactive management of oil properties.
- Ensure that the City's assets are profitable and property maintained.
- Ensure oil operations adhere to all agreements, processes and public policy.

Parks, Recreation & Marine

- Ensure open space, parks, and recreational facilities meet community needs.
- Ensure City parks and recreational facilities provide a positive experience and image.
- Ensure recreational programming, leisure opportunities, and community services meet the diverse needs and interests of residents and visitors.
- Ensure beaches, waterways, and marine amenities are accessible and provide a positive experience and image.
- Ensure marinas are fiscally sound and meet boat owner and community needs.

Planning and Building

- To ensure that buildings and properties in Long Beach are built & developed safely for residents, businesses and visitors.
- To ensure that buildings and properties in Long Beach maintain their quality and value over time.
- To ensure that development in Long Beach is planned and designed so that it does not negatively impact the natural and built environment.
- To ensure that construction regulatory activities and operations in Long Beach create a friendly business environment.

Police Department

- Reduce criminal activity in our city.
- Improve the quality of live through proactive enforcement.
- Partner with the community to help provide a safe city.
- Provide timely and courteous customer service to all of our clients.

Public Works

- Provide safe, reliable and convenient transportation systems.
- Preserve and enhance the value and environmental quality of vital City infrastructure.
- Provide for the safe, sustainable and efficient operation of public facilities.
- Provide timely and courteous customer service to all our clients.

Technology Services

- Increase access to City information and services through technology.
- Facilitate customers' effective use of technology.
- Reduce vehicle emissions in accordance with AQMD regulations.
- Ensure City-owned parking facilities are operated and maintained in a clean, safe, convenient and efficient manner.
- Dispose of City surplus assets in an efficient manner recovering maximum value.

Attachment 2

Service Program Summary

Service/Program Summary

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CITY MANAGER

| | | | | | |
|--|--|--|---|--|--|
| Goal: 1 <i>To restore the public trust in the community's law enforcement agency.</i> | | | | | |
| Service: 1 | <u>Investigate allegations of police misconduct and report to the Commission.</u> | FY 03 Expenditures: \$474,735 FY 03 Revenues: \$0 FY 03 Net Cost: \$474,735 FY 03 FTEs: 4.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 2 <i>To abate nuisance activity in the community</i> | | | | | |
| Service: 1 | <u>Investigation, Coordination, Monitoring and Resolution of Nuisance Complaints</u> | FY 03 Expenditures: \$177,330 FY 03 Revenues: \$0 FY 03 Net Cost: \$177,330 FY 03 FTEs: 1.60 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Community Outreach and Education</u> | FY 03 Expenditures: \$44,332 FY 03 Revenues: \$0 FY 03 Net Cost: \$44,332 FY 03 FTEs: 0.40 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 3 <i>To ensure external intergovernmental activities positively impact the City</i> | | | | | |
| Service: 1 | <u>Federal and State Legislative Advocacy</u> | FY 03 Expenditures: \$146,487 FY 03 Revenues: \$0 FY 03 Net Cost: \$146,487 FY 03 FTEs: 1.20 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Intergovernmental Relationships</u> | FY 03 Expenditures: \$219,731 FY 03 Revenues: \$0 FY 03 Net Cost: \$219,731 FY 03 FTEs: 1.80 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

Goal: 4

To eliminate hate crimes in the City

| | | | | |
|------------|--|---|---|--|
| Service: 1 | <u>Hate Crime Response Team</u> | FY 03 Expenditures: \$82,044 FY 03 Revenues: \$0 FY 03 Net Cost: \$82,044 FY 03 FTEs: 0.40 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Hate Crime Tracking and Reporting</u> | FY 03 Expenditures: \$33,633 FY 03 Revenues: \$0 FY 03 Net Cost: \$33,633 FY 03 FTEs: 0.30 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Human Relations, Tolerance and Hate Crime Education</u> | FY 03 Expenditures: \$43,595 FY 03 Revenues: \$0 FY 03 Net Cost: \$43,595 FY 03 FTEs: 0.14 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>Inter-Group Conflict Resolution Team</u> | FY 03 Expenditures: \$34,295 FY 03 Revenues: \$0 FY 03 Net Cost: \$34,295 FY 03 FTEs: 0.14 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Neighbor to Neighbor Dialogues</u> | FY 03 Expenditures: \$11,542 FY 03 Revenues: \$0 FY 03 Net Cost: \$11,542 FY 03 FTEs: 0.02 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 5 | Other | | | |
| Service: 1 | <u>City Organization Management and Leadership</u> | FY 03 Expenditures: \$1,660,466 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,660,466 FY 03 FTEs: 11.65 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

| | | | | | |
|------------|---|--|---|--|--|
| Service: 2 | <u>Agenda Preparation</u> | FY 03 Expenditures: \$85,969 FY 03 Revenues: \$0 FY 03 Net Cost: \$85,969 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Department Administration - CM</u> | FY 03 Expenditures: \$102,408 FY 03 Revenues: \$0 FY 03 Net Cost: \$102,408 FY 03 FTEs: 1.60 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Citywide Contract Administration</u> | FY 03 Expenditures: \$14,429 FY 03 Revenues: \$0 FY 03 Net Cost: \$14,429 FY 03 FTEs: 0.20 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>City Council Liaison Activities</u> | FY 03 Expenditures: \$91,504 FY 03 Revenues: \$0 FY 03 Net Cost: \$91,504 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Media Relations/Public Information</u> | FY 03 Expenditures: \$151,996 FY 03 Revenues: \$0 FY 03 Net Cost: \$151,996 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>Public Relations</u> | FY 03 Expenditures: \$151,995 FY 03 Revenues: \$0 FY 03 Net Cost: \$151,995 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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Service: 8 City Convention and Tourism Support and Related Issues

FY 03 Expenditures: \$4,710,427
FY 03 Revenues: \$0
FY 03 Net Cost: \$4,710,427

FY 03 FTEs: 0.55

General Fund ☐ Insurance Fund ☒
Tidelands ☐ Employee Benefits Fund ☒
Civic Center Fund ☒ General Services Fund ☒
Fleet Fund ☒ Other ☒
SR 133 Special Advertising and Promotions Fund

Opportunity for Privatization ☐

Added or enhanced in the past 3 yrs ☒

Service: 9 Management Assistant Program

FY 03 Expenditures: \$157,962
FY 03 Revenues: \$0
FY 03 Net Cost: \$157,962

FY 03 FTEs: 3.00

General Fund ☒ Insurance Fund ☒
Tidelands ☐ Employee Benefits Fund ☒
Civic Center Fund ☒ General Services Fund ☒
Fleet Fund ☒ Other ☐

Opportunity for Privatization ☐

Added or enhanced in the past 3 yrs ☒

Service: 10 City Art Support and Related Issues

FY 03 Expenditures: \$1,333,358
FY 03 Revenues: \$0
FY 03 Net Cost: \$1,333,358

FY 03 FTEs: 0.00

General Fund ☒ Insurance Fund ☒
Tidelands ☐ Employee Benefits Fund ☒
Civic Center Fund ☒ General Services Fund ☒
Fleet Fund ☒ Other ☒
SR 133 Special Advertising and Promotions Fund

Opportunity for Privatization ☐

Added or enhanced in the past 3 yrs ☒

DEPARTMENT TOTALS:

Total FY 03 Expenditures: \$9,728,238
Total FY 03 Revenues: \$0
Total Net Cost: \$9,728,238

Total FTEs: 31.00

COMMUNITY DEVELOPMENT DEPARTMENT

Goal: 1 ***Develop/improve residential, commercial and industrial buildings and property.***

| | | | | |
|------------|--|---|---|--|
| Service: 1 | <u>Promote and Facilitate the Development of Residential, Commercial and Industrial Projects</u> | FY 03 Expenditures: \$6,822,775 FY 03 Revenues: \$6,822,775 FY 03 Net Cost: \$0 FY 03 FTEs: 8.40 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> RD221-230 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Preserve, Create and Maintain Affordable Housing</u> | FY 03 Expenditures: \$16,722,289 FY 03 Revenues: \$16,722,289 FY 03 Net Cost: \$0 FY 03 FTEs: 23.50 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> SR 135 & SR 150 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Administer Targeted Neighborhood Improvement Programs</u> | FY 03 Expenditures: \$1,314,340 FY 03 Revenues: \$1,314,340 FY 03 Net Cost: \$0 FY 03 FTEs: 7.35 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> CDBG (SR 150 002) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Manage City-Owned Property</u> | FY 03 Expenditures: \$307,984 FY 03 Revenues: \$3,236,312 FY 03 Net Cost: (\$2,928,328) FY 03 FTEs: 3.05 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Acquire Residential, Commercial and Industrial Properties</u> | FY 03 Expenditures: \$5,058,041 FY 03 Revenues: \$4,849,924 FY 03 Net Cost: \$208,117 FY 03 FTEs: 6.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> RD221-230, SR135, SR150 (\$4,849,924) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Administer Facade Improvement Program</u> | FY 03 Expenditures: \$1,091,868 FY 03 Revenues: \$1,091,868 FY 03 Net Cost: \$0 FY 03 FTEs: 1.85 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> SR149, SR150 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

Goal: 2 **Stimulate/strengthen local and regional economy**

| | | | | |
|------------|---|--|---|---|
| Service: 1 | <u>Administer Adult Job Training Programs</u> | FY 03 Expenditures: \$3,002,810 FY 03 Revenues: \$3,002,810 FY 03 Net Cost: \$0 FY 03 FTEs: 23.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> SR 150 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Conduct Business Attraction & Retention Services</u> | FY 03 Expenditures: \$2,507,931 FY 03 Revenues: \$2,149,901 FY 03 Net Cost: \$358,030 FY 03 FTEs: 18.55 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> SR149, SR150 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Administer Business Development Programs</u> | FY 03 Expenditures: \$2,915,597 FY 03 Revenues: \$2,915,597 FY 03 Net Cost: \$0 FY 03 FTEs: 5.40 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> SR132, SR136, SR149, SR150 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Manage Tideland Assets</u> | FY 03 Expenditures: \$8,528,802 FY 03 Revenues: \$3,951,371 FY 03 Net Cost: \$4,577,431 FY 03 FTEs: 2.10 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Coordinate Department Financial Resources</u> | FY 03 Expenditures: \$565,612 FY 03 Revenues: \$557,524 FY 03 Net Cost: \$8,088 FY 03 FTEs: 6.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> RD221-230, SR132, SR135, SR136, SR149, SR150, SR151 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Provide Business Resource Services</u> | FY 03 Expenditures: \$1,954,271 FY 03 Revenues: \$1,954,271 FY 03 Net Cost: \$0 FY 03 FTEs: 16.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> SR 150 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 7 | <u>Administer Business Loan Program</u> | FY 03 Expenditures: \$1,538,505 FY 03 Revenues: \$1,538,505 FY 03 Net Cost: \$0 FY 03 FTEs: 5.80 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> SR149, SR150 | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Administer Downtown Parking Management Program</u> | FY 03 Expenditures: \$1,091,421 FY 03 Revenues: \$1,091,421 FY 03 Net Cost: \$0 FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> RD 221-230 | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>Support Economic Community Based Organizations</u> | FY 03 Expenditures: \$1,502,000 FY 03 Revenues: \$1,502,000 FY 03 Net Cost: \$0 FY 03 FTEs: 0.25 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> SR 150 002 | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 3 | | <i>Provide opportunities for Long Beach residents to improve their social well-being</i> | | | |
| Service: 1 | <u>Administer Affordable Housing Subsidy Programs</u> | FY 03 Expenditures: \$43,426,445 FY 03 Revenues: \$44,102,221 FY 03 Net Cost: (\$675,776) FY 03 FTEs: 51.80 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> SR151 | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Develop and Implement Redevelopment Project Area</u> | FY 03 Expenditures: \$2,651,299 FY 03 Revenues: \$2,651,299 FY 03 Net Cost: \$0 FY 03 FTEs: 5.25 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> RD 221-230 | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Administer and Deliver Youth Development Services</u> | FY 03 Expenditures: \$3,103,329 FY 03 Revenues: \$3,103,329 FY 03 Net Cost: \$0 FY 03 FTEs: 31.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> SR150 | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 4 | <u>Seek Out, Apply for and Administer Various Public and Private Funds</u> | FY 03 Expenditures: \$1,298,356 FY 03 Revenues: \$1,298,356 FY 03 Net Cost: \$0 FY 03 FTEs: 5.72 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> SR 135, SR 149, SR 150, SR 151, RD 221-230 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Manage Neighborhood Revitalization and Beautification Program</u> | FY 03 Expenditures: \$1,607,067 FY 03 Revenues: \$1,607,067 FY 03 Net Cost: \$0 FY 03 FTEs: 15.94 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> SR 150 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Develop Public Facilities Such as Libraries, Parks and Public Infrastructure</u> | FY 03 Expenditures: \$18,098,819 FY 03 Revenues: \$18,098,819 FY 03 Net Cost: \$0 FY 03 FTEs: 2.70 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> RD 221-230 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>Manage Career Development Services</u> | FY 03 Expenditures: \$2,592,305 FY 03 Revenues: \$2,592,305 FY 03 Net Cost: \$0 FY 03 FTEs: 15.00 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> SR150 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Coordinate Department, Administrative and Human Resource Functions</u> | FY 03 Expenditures: \$606,428 FY 03 Revenues: \$606,428 FY 03 Net Cost: \$0 FY 03 FTEs: 7.75 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> SR135, SR149, SR150, SR151, RD221-230 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>Lease Property for City Services</u> | FY 03 Expenditures: \$409,353 FY 03 Revenues: \$191,136 FY 03 Net Cost: \$218,217 FY 03 FTEs: 2.45 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 10 | <u>Support Community Based Organization (CBO) and Neighborhood Based Organizations (NBO)</u> | FY 03 Expenditures: \$1,038,472 | General Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> |
| | | FY 03 Revenues: \$1,038,472 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input type="checkbox"/> | |
| Service: 11 | <u>Coordinate Department Public Information Outreach</u> | FY 03 Net Cost: \$0 | Civic Center Fund <input type="checkbox"/> | General Services Fund <input type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 FTEs: 6.16 | Fleet Fund <input type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | | SR 150 | | |
| | | | | | |
| | | FY 03 Expenditures: \$373,792 | General Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> |
| | | FY 03 Revenues: \$373,792 | Tidelands <input checked="" type="checkbox"/> | Employee Benefits Fund <input type="checkbox"/> | |
| | | FY 03 Net Cost: \$0 | Civic Center Fund <input type="checkbox"/> | General Services Fund <input type="checkbox"/> | Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 FTEs: 3.15 | Fleet Fund <input type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | | RD221-230, SR132, SR135, SR136, SR149, SR150, SR151 | | |
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DEPARTMENT TOTALS:

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| Total FY 03 Expenditures: | \$130,129,911 |
| Total FY 03 Revenues: | \$128,364,132 |
| Total Net Cost: | \$1,765,779 |
| Total FTEs: | 275.17 |

FINANCIAL MANAGEMENT

Goal: 1 **Ensure the safety and security of the City's assets**

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|------------|---|--|---|--|---|
| Service: 1 | <u>Payroll/Personnel Services</u> | FY 03 Expenditures: \$86,101 FY 03 Revenues: \$86,101 FY 03 Net Cost: \$0 FY 03 FTEs: 1.25 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Cash Management Services--Oversight and Protection</u> | FY 03 Expenditures: \$407,401 FY 03 Revenues: \$458,241 FY 03 Net Cost: (\$50,840) FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Debt Management - Debt Obligations, Bonds and Leases</u> | FY 03 Expenditures: \$250,448 FY 03 Revenues: \$250,448 FY 03 Net Cost: \$0 FY 03 FTEs: 2.35 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>Investment Management - Preserving Principal and Abating Risk while Generating Investment Earnings</u> | FY 03 Expenditures: \$305,140 FY 03 Revenues: \$305,140 FY 03 Net Cost: \$0 FY 03 FTEs: 1.77 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Revenue Program - Tracking and Reporting</u> | FY 03 Expenditures: \$80,240 FY 03 Revenues: \$80,240 FY 03 Net Cost: \$0 FY 03 FTEs: 0.87 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Safety Program</u> | FY 03 Expenditures: \$31,439 FY 03 Revenues: \$31,439 FY 03 Net Cost: \$0 FY 03 FTEs: 0.35 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 7 | <u>Deferred Compensation Services</u> | FY 03 Expenditures: \$65,125 FY 03 Revenues: \$65,125 FY 03 Net Cost: \$0 FY 03 FTEs: 0.40 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 8 | <u>Protect City Tax Revenues</u> | FY 03 Expenditures: \$91,184 FY 03 Revenues: \$91,184 FY 03 Net Cost: \$0 FY 03 FTEs: 0.65 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 | <u>Business Cooperation Program</u> | FY 03 Expenditures: \$91,184 FY 03 Revenues: \$91,184 FY 03 Net Cost: \$0 FY 03 FTEs: 0.65 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 | <u>CalPERS Legislation & Board Actions</u> | FY 03 Expenditures: \$95,299 FY 03 Revenues: \$0 FY 03 Net Cost: \$95,299 FY 03 FTEs: 0.45 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 | <u>Preferential Parking Permits Program</u> | FY 03 Expenditures: \$10,000 FY 03 Revenues: \$11,000 FY 03 Net Cost: (\$1,000) FY 03 FTEs: 0.23 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 2 | Provide the financial resources necessary to support the goals and operations of City departments | | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 1 | <u>Payroll Accounting</u> | FY 03 Expenditures: \$1,147,272 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,147,272 FY 03 FTEs: 5.10 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 2 | <u>Business License Enforcement Services</u> | FY 03 Expenditures: \$290,000 FY 03 Revenues: \$1,000,000 FY 03 Net Cost: (\$710,000) FY 03 FTEs: 4.70 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Parking Citations Processing Services</u> | FY 03 Expenditures: \$704,546 FY 03 Revenues: \$84,000 FY 03 Net Cost: \$620,546 FY 03 FTEs: 9.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>City Collection Services</u> | FY 03 Expenditures: \$779,004 FY 03 Revenues: \$777,920 FY 03 Net Cost: \$1,084 FY 03 FTEs: 9.14 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Utility Billing</u> | FY 03 Expenditures: \$4,807,294 FY 03 Revenues: \$5,199,122 FY 03 Net Cost: (\$391,828) FY 03 FTEs: 11.03 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>City Billing Services</u> | FY 03 Expenditures: \$779,004 FY 03 Revenues: \$779,004 FY 03 Net Cost: \$0 FY 03 FTEs: 7.09 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>Cashiering and Payment Processing Services</u> | FY 03 Expenditures: \$1,157,903 FY 03 Revenues: \$1,922,416 FY 03 Net Cost: (\$764,513) FY 03 FTEs: 12.83 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 8 | <u>Cash Management - Liquidity Management</u> | FY 03 Expenditures: \$93,835 FY 03 Revenues: \$93,835 <hr/> FY 03 Net Cost: \$0 FY 03 FTEs: 0.85 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>Revenue Program - Generating, Collecting, Retaining and Recovering Revenues</u> | FY 03 Expenditures: \$82,334 FY 03 Revenues: \$82,334 <hr/> FY 03 Net Cost: \$0 FY 03 FTEs: 0.51 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 10 | <u>Purchasing Services</u> | FY 03 Expenditures: \$724,427 FY 03 Revenues: \$119,188 <hr/> FY 03 Net Cost: \$605,239 FY 03 FTEs: 9.50 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 11 | <u>Grants Accounting</u> | FY 03 Expenditures: \$667,756 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$667,756 FY 03 FTEs: 7.90 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health (SR130), Housing Development ((SR135), Community Development (SR150), All Redevelopment Fund | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 12 | <u>General Accounting</u> | FY 03 Expenditures: \$1,144,830 FY 03 Revenues: \$14,000 <hr/> FY 03 Net Cost: \$1,130,830 FY 03 FTEs: 14.95 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 13 | <u>Project Accounting</u> | FY 03 Expenditures: \$556,760 FY 03 Revenues: \$500,000 <hr/> FY 03 Net Cost: \$56,760 FY 03 FTEs: 6.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 14 | <u>Accounts Payable</u> | FY 03 Expenditures: \$459,972 FY 03 Revenues: \$0 FY 03 Net Cost: \$459,972 FY 03 FTEs: 8.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 15 | <u>Technical Systems Support</u> | FY 03 Expenditures: \$409,323 FY 03 Revenues: \$398,772 FY 03 Net Cost: \$10,551 FY 03 FTEs: 3.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 16 | <u>General Administrative Services</u> | FY 03 Expenditures: \$544,684 FY 03 Revenues: \$499,994 FY 03 Net Cost: \$44,690 FY 03 FTEs: 5.20 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 17 | <u>Utility New Services</u> | FY 03 Expenditures: \$166,298 FY 03 Revenues: \$185,136 FY 03 Net Cost: (\$18,838) FY 03 FTEs: 2.25 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 18 | <u>Utility Customer Services</u> | FY 03 Expenditures: \$1,805,788 FY 03 Revenues: \$2,096,342 FY 03 Net Cost: (\$290,554) FY 03 FTEs: 27.49 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 19 | <u>Administer and Monitor Assessment Districts</u> | FY 03 Expenditures: \$5,241 FY 03 Revenues: \$100,510 FY 03 Net Cost: (\$95,269) FY 03 FTEs: 0.55 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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|---|---|--|---|
| Service: 20 <u>Financial Legislative Services</u> | FY 03 Expenditures: \$54,423 FY 03 Revenues: \$54,423 <hr/> FY 03 Net Cost: \$0 FY 03 FTEs: 0.60 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 3 <i>Develop sound financial strategies for business decisions</i> | | | |
| Service: 1 <u>Prepare Annual Budget</u> | FY 03 Expenditures: \$309,781 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$309,781 FY 03 FTEs: 2.80 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Allocated through the Indirect Cost Plan (ICP) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 <u>Monitor & Analyze Current Budget</u> | FY 03 Expenditures: \$221,086 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$221,086 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Allocated through the Indirect Cost Plan (ICP) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 <u>Provide Information on Budget</u> | FY 03 Expenditures: \$184,238 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$184,238 FY 03 FTEs: 1.80 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Allocated through the Indirect Cost Plan (ICP) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 <u>Prepare Long-Range Financial Plan</u> | FY 03 Expenditures: \$36,848 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$36,848 FY 03 FTEs: 0.40 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Allocated through the Indirect Cost Plan (ICP) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 <u>Coordinate & Monitor Departmental Budget</u> | FY 03 Expenditures: \$74,924 FY 03 Revenues: \$74,924 <hr/> FY 03 Net Cost: \$0 FY 03 FTEs: 0.80 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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|--|--|---|--|---|
| Service: 6 <u>Revenue Strategies</u> | FY 03 Expenditures: \$51,899 FY 03 Revenues: \$51,899 FY 03 Net Cost: \$0 FY 03 FTEs: 0.20 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | FY 03 Expenditures: \$11,303 FY 03 Revenues: \$11,303 FY 03 Net Cost: \$0 FY 03 FTEs: 0.06 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | FY 03 Expenditures: \$5,919 FY 03 Revenues: \$5,919 FY 03 Net Cost: \$0 FY 03 FTEs: 0.03 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | FY 03 Expenditures: \$5,894 FY 03 Revenues: \$5,894 FY 03 Net Cost: \$0 FY 03 FTEs: 0.04 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 4 <i>Actively support the local business economy</i> | | | | |
| Service: 1 <u>Business License Billing Services</u> | FY 03 Expenditures: \$514,901 FY 03 Revenues: \$7,200,000 FY 03 Net Cost: (\$6,685,099) FY 03 FTEs: 7.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | FY 03 Expenditures: \$152,852 FY 03 Revenues: \$33,265 FY 03 Net Cost: \$119,587 FY 03 FTEs: 1.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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Service: 3 Business Community Financial Advisory Services

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| FY 03 Expenditures: | \$33,484 |
| FY 03 Revenues: | \$33,484 |
| FY 03 Net Cost: | \$0 |
| FY 03 FTEs: | 0.17 |

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| General Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> | |
| Tidelands <input type="checkbox"/> | Employee Benefits Fund <input type="checkbox"/> | | |
| Civic Center Fund <input type="checkbox"/> | General Services Fund <input type="checkbox"/> | | |
| Fleet Fund <input type="checkbox"/> | Other <input type="checkbox"/> | | |
| | | | Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

DEPARTMENT TOTALS:

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|---------------------------|----------------------|
| Total FY 03 Expenditures: | \$19,497,384 |
| Total FY 03 Revenues: | \$22,793,786 |
| Total Net Cost: | (\$3,296,402) |
| Total FTEs: | 172.86 |

FIRE DEPARTMENT

Goal: 1

Save lives and property by responding effectively to emergencies.

| | | | |
|--|---|--|---|
| <p>Service: 1 <u>Pre-Hospital Medical Care</u></p> | <p>FY 03 Expenditures: \$31,692,758 FY 03 Revenues: \$4,929,436 FY 03 Net Cost: \$26,763,322 FY 03 FTEs: 293.00</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/></p> | <p>Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 2 <u>Fire Suppression</u></p> | <p>FY 03 Expenditures: \$4,875,809 FY 03 Revenues: \$0 FY 03 Net Cost: \$4,875,809 FY 03 FTEs: 45.00</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/></p> | <p>Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/></p> |
| <p>Service: 3 <u>Emergency Assistance/Technical Rescue</u></p> | <p>FY 03 Expenditures: \$2,844,222 FY 03 Revenues: \$0 FY 03 Net Cost: \$2,844,222 FY 03 FTEs: 26.00</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/></p> | <p>Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 4 <u>Waterway Safety</u></p> | <p>FY 03 Expenditures: \$1,541,510 FY 03 Revenues: \$3,000 FY 03 Net Cost: \$1,538,510 FY 03 FTEs: 9.40</p> | <p>General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/></p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/></p> |
| <p>Service: 5 <u>Beach Safety</u></p> | <p>FY 03 Expenditures: \$3,339,387 FY 03 Revenues: \$60,500 FY 03 Net Cost: \$3,278,887 FY 03 FTEs: 37.80</p> | <p>General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/></p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/></p> |
| <p>Service: 6 <u>Hazardous Materials Response</u></p> | <p>FY 03 Expenditures: \$1,218,952 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,218,952 FY 03 FTEs: 11.00</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/></p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |

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|-------------|--|--|---|---|--|
| Service: 7 | <u>Medical Quality Improvement/Education</u> | FY 03 Expenditures: \$452,127 FY 03 Revenues: \$0 FY 03 Net Cost: \$452,127 FY 03 FTEs: 4.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Fire Training</u> | FY 03 Expenditures: \$1,692,062 FY 03 Revenues: \$100,000 FY 03 Net Cost: \$1,592,062 FY 03 FTEs: 14.50 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>Communications/Dispatch</u> | FY 03 Expenditures: \$4,667,509 FY 03 Revenues: \$0 FY 03 Net Cost: \$4,667,509 FY 03 FTEs: 22.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 10 | <u>Harbor Services</u> | FY 03 Expenditures: \$7,114,091 FY 03 Revenues: \$7,066,711 FY 03 Net Cost: \$47,380 FY 03 FTEs: 21.60 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 11 | <u>Airport Services</u> | FY 03 Expenditures: \$2,640,783 FY 03 Revenues: \$2,640,783 FY 03 Net Cost: \$0 FY 03 FTEs: 6.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 12 | <u>Services to Other Agencies</u> | FY 03 Expenditures: \$1,680,509 FY 03 Revenues: \$1,098,411 FY 03 Net Cost: \$582,098 FY 03 FTEs: 13.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 2 | Save lives and property by providing effective prevention, education and preparedness services. | | | | |

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|------------|---------------------------------------|---|--|---|--|
| Service: 1 | <u>Disaster Preparedness</u> | FY 03 Expenditures: \$626,734 FY 03 Revenues: \$0 FY 03 Net Cost: \$626,734 FY 03 FTEs: 4.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Grant funding | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Fire Code Enforcement</u> | FY 03 Expenditures: \$1,930,954 FY 03 Revenues: \$1,529,678 FY 03 Net Cost: \$401,276 FY 03 FTEs: 22.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> CUPA Fund | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Criminal Investigations</u> | FY 03 Expenditures: \$750,655 FY 03 Revenues: \$0 FY 03 Net Cost: \$750,655 FY 03 FTEs: 4.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>Special Events/Fire Prevention</u> | FY 03 Expenditures: \$280,367 FY 03 Revenues: \$325,163 FY 03 Net Cost: (\$44,796) FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Revenue Offset | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Public Education</u> | FY 03 Expenditures: \$466,403 FY 03 Revenues: \$0 FY 03 Net Cost: \$466,403 FY 03 FTEs: 5.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Jr. Lifeguard Program</u> | FY 03 Expenditures: \$79,880 FY 03 Revenues: \$100,000 FY 03 Net Cost: (\$20,120) FY 03 FTEs: 1.20 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> application fees | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 3 | <u>Other</u> | | | | |

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Service: 1 Administration FD

FY 03 Expenditures: \$982,624
FY 03 Revenues: \$8,200

FY 03 Net Cost: \$974,424

FY 03 FTEs: 15.90

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| General Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> |
| Tidelands <input type="checkbox"/> | Employee Benefits Fund <input type="checkbox"/> | |
| Civic Center Fund <input type="checkbox"/> | General Services Fund <input type="checkbox"/> | |
| Fleet Fund <input type="checkbox"/> | Other <input type="checkbox"/> | |
| | | Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

DEPARTMENT TOTALS:

Total FY 03 Expenditures: \$68,877,336
Total FY 03 Revenues: \$17,861,882

Total Net Cost: \$51,015,454
Total FTEs: 556.40

HEALTH AND HUMAN SERVICES DEPARTMENT

Goal: 1 **Promote healthy behaviors to prevent the spread of communicable disease and improve the health of the community**

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|------------|--|---|---|---|
| Service: 1 | <u>Children's Health Services</u> | FY 03 Expenditures: \$5,460,794 FY 03 Revenues: \$5,369,146 FY 03 Net Cost: \$91,648 FY 03 FTEs: 105.29 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Communicable Disease Testing, Counseling, and Treatment</u> | FY 03 Expenditures: \$3,123,334 FY 03 Revenues: \$3,123,334 FY 03 Net Cost: \$0 FY 03 FTEs: 36.57 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Communicable and Chronic Disease Prevention</u> | FY 03 Expenditures: \$966,546 FY 03 Revenues: \$966,546 FY 03 Net Cost: \$0 FY 03 FTEs: 9.70 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Epidemiology and Disease Intervention</u> | FY 03 Expenditures: \$519,642 FY 03 Revenues: \$519,642 FY 03 Net Cost: \$0 FY 03 FTEs: 5.55 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>STD Testing, Counseling, and Treatment</u> | FY 03 Expenditures: \$746,488 FY 03 Revenues: \$746,488 FY 03 Net Cost: \$0 FY 03 FTEs: 11.25 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Grant-funded/State | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Public Health Laboratory Services</u> | FY 03 Expenditures: \$1,762,947 FY 03 Revenues: \$1,762,947 FY 03 Net Cost: \$0 FY 03 FTEs: 17.50 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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|-------------|--|--|---|--|
| Service: 7 | <u>Prenatal Health Services</u> | FY 03 Expenditures: \$1,440,104 FY 03 Revenues: \$1,423,075 FY 03 Net Cost: \$17,029 FY 03 FTEs: 18.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Vital Records</u> | FY 03 Expenditures: \$310,900 FY 03 Revenues: \$377,143 FY 03 Net Cost: (\$66,243) FY 03 FTEs: 3.25 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 | <u>Sexually Transmitted Disease (STD) Prevention</u> | FY 03 Expenditures: \$224,901 FY 03 Revenues: \$224,901 FY 03 Net Cost: \$0 FY 03 FTEs: 3.00 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 10 | <u>Health Promotion Services</u> | FY 03 Expenditures: \$934,358 FY 03 Revenues: \$934,358 FY 03 Net Cost: \$0 FY 03 FTEs: 9.40 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 | <u>Womens Health Services</u> | FY 03 Expenditures: \$1,672,798 FY 03 Revenues: \$1,587,225 FY 03 Net Cost: \$85,573 FY 03 FTEs: 20.30 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 12 | <u>Pregnancy Prevention and Family Planning</u> | FY 03 Expenditures: \$994,735 FY 03 Revenues: \$977,706 FY 03 Net Cost: \$17,029 FY 03 FTEs: 12.33 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 13 | Occupational Health and Counseling Services | FY 03 Expenditures: \$1,436,455 FY 03 Revenues: \$16,900 FY 03 Net Cost: \$1,419,555 FY 03 FTEs: 11.65 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Expenditures: \$353,497 FY 03 Revenues: \$323,497 FY 03 Net Cost: \$30,000 FY 03 FTEs: 3.50 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Expenditures: \$1,595,020 FY 03 Revenues: \$739,009 FY 03 Net Cost: \$856,011 FY 03 FTEs: 12.40 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 2 Identify and improve environmental conditions impacting the public's health | | | | | |
| Service: 1 | Community Health Assessment and Regulatory Services | FY 03 Expenditures: \$274,753 FY 03 Revenues: \$274,753 FY 03 Net Cost: \$0 FY 03 FTEs: 3.35 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Expenditures: \$1,235,010 FY 03 Revenues: \$1,255,308 FY 03 Net Cost: (\$20,298) FY 03 FTEs: 18.53 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Expenditures: \$2,396,932 FY 03 Revenues: \$2,422,278 FY 03 Net Cost: (\$25,346) FY 03 FTEs: 21.72 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 4 <u>Hazardous Materials Services</u> | FY 03 Expenditures: \$1,215,782 FY 03 Revenues: \$928,447 FY 03 Net Cost: \$287,335 FY 03 FTEs: 11.30 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> CUPA Fund (SR 131) and Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 <u>Water Quality Protection Services</u> | FY 03 Expenditures: \$342,526 FY 03 Revenues: \$385,637 FY 03 Net Cost: (\$43,111) FY 03 FTEs: 3.90 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund SR (130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 <u>Vector Control Services</u> | FY 03 Expenditures: \$364,039 FY 03 Revenues: \$364,039 FY 03 Net Cost: \$0 FY 03 FTEs: 4.42 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund SR (130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 3 Promote social well-being and improve the general conditions of the community | | | |
| Service: 1 <u>Homeless Services</u> | FY 03 Expenditures: \$2,007,702 FY 03 Revenues: \$1,728,353 FY 03 Net Cost: \$279,349 FY 03 FTEs: 19.51 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 <u>Family Services HE</u> | FY 03 Expenditures: \$2,459,171 FY 03 Revenues: \$1,785,846 FY 03 Net Cost: \$673,325 FY 03 FTEs: 32.81 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 <u>Substance Abuse Prevention and Treatment</u> | FY 03 Expenditures: \$1,529,546 FY 03 Revenues: \$1,529,546 FY 03 Net Cost: \$0 FY 03 FTEs: 27.00 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Goal: 4 <i>Protect the community from injury, disease, and nuisances caused by animals</i> | | | |
| Service: 1 <u>Animal Sheltering and Field Services</u> | FY 03 Expenditures: \$1,951,749 FY 03 Revenues: \$737,410 FY 03 Net Cost: \$1,214,339 FY 03 FTEs: 33.36 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | FY 03 Expenditures: \$531,768 FY 03 Revenues: \$175,452 FY 03 Net Cost: \$356,316 FY 03 FTEs: 3.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 5 <i>Other</i> | | | |
| Service: 1 <u>Administration - HE</u> | FY 03 Expenditures: \$4,376,961 FY 03 Revenues: \$4,376,961 FY 03 Net Cost: \$0 FY 03 FTEs: 30.74 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Health Fund (SR 130) | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| DEPARTMENT TOTALS: | | Total FY 03 Expenditures: \$40,228,458 Total FY 03 Revenues: \$35,055,947 Total Net Cost: \$5,172,511 Total FTEs: 489.33 | |

HUMAN RESOURCES DEPARTMENT

Goal: 1 *To support a stable, diverse and productive work force for the City operations*

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| Service: 1 <u>HR Department Administration</u> | FY 03 Expenditures: \$53,683 FY 03 Revenues: \$0 FY 03 Net Cost: \$53,683 FY 03 FTEs: 2.45 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 <u>Labor Negotiations</u> | FY 03 Expenditures: \$226,003 FY 03 Revenues: \$0 FY 03 Net Cost: \$226,003 FY 03 FTEs: 1.95 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 <u>Automated Human Resources Management System for Payroll/Personnel</u> | FY 03 Expenditures: \$673,280 FY 03 Revenues: \$0 FY 03 Net Cost: \$673,280 FY 03 FTEs: 1.60 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 <u>Equal Employment Opportunities</u> | FY 03 Expenditures: \$33,937 FY 03 Revenues: \$0 FY 03 Net Cost: \$33,937 FY 03 FTEs: 0.15 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 <u>Unlawful Discrimination and Harassment</u> | FY 03 Expenditures: \$111,350 FY 03 Revenues: \$0 FY 03 Net Cost: \$111,350 FY 03 FTEs: 1.40 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 <u>Job Class/Compensation System</u> | FY 03 Expenditures: \$195,833 FY 03 Revenues: \$0 FY 03 Net Cost: \$195,833 FY 03 FTEs: 1.60 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 7 | <u>Employee Health Benefits</u> | FY 03 Expenditures: \$608,205 FY 03 Revenues: \$145,000 FY 03 Net Cost: \$463,205 FY 03 FTEs: 3.95 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Department Liaison/Support-HR Issues</u> | FY 03 Expenditures: \$191,484 FY 03 Revenues: \$0 FY 03 Net Cost: \$191,484 FY 03 FTEs: 1.95 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 | <u>General Employee Training</u> | FY 03 Expenditures: \$174,079 FY 03 Revenues: \$0 FY 03 Net Cost: \$174,079 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 | <u>CalPers Retirement Counseling</u> | FY 03 Expenditures: \$142,766 FY 03 Revenues: \$0 FY 03 Net Cost: \$142,766 FY 03 FTEs: 1.50 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 | <u>Other Employee Services-Non-Health</u> | FY 03 Expenditures: \$276,577 FY 03 Revenues: \$0 FY 03 Net Cost: \$276,577 FY 03 FTEs: 1.85 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 2 | <i>To protect City assets and ensure a safe and accessible environment for the work force and the public</i> | | | | |
| Service: 1 | <u>Employee Safety Program</u> | FY 03 Expenditures: \$895,608 FY 03 Revenues: \$0 FY 03 Net Cost: \$895,608 FY 03 FTEs: 3.41 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 2 | <u>Americans with Disabilities Act</u> | FY 03 Expenditures: \$213,892 FY 03 Revenues: \$0 FY 03 Net Cost: \$213,892 FY 03 FTEs: 2.45 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Injured Worker Modified Duty</u> | FY 03 Expenditures: \$69,129 FY 03 Revenues: \$0 FY 03 Net Cost: \$69,129 FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>City Property/Assets</u> | FY 03 Expenditures: \$2,043,777 FY 03 Revenues: \$1,646,806 FY 03 Net Cost: \$396,971 FY 03 FTEs: 0.20 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Workers Compensation-HR</u> | FY 03 Expenditures: \$520,351 FY 03 Revenues: \$0 FY 03 Net Cost: \$520,351 FY 03 FTEs: 1.25 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>City General Liability</u> | FY 03 Expenditures: \$1,460,723 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,460,723 FY 03 FTEs: 1.80 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

DEPARTMENT TOTALS:

Total FY 03 Expenditures: \$7,890,677
Total FY 03 Revenues: \$1,791,806
Total Net Cost: \$6,098,871
Total FTEs: 28.51

LIBRARY SERVICES DEPARTMENT

Goal: 1 **Increase youth and adult literacy**

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| Service: 1 <u>Lend Materials for Home Use</u> | FY 03 Expenditures: \$3,116,400 FY 03 Revenues: \$381,077 FY 03 Net Cost: \$2,735,323 FY 03 FTEs: 46.62 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Grants | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 <u>Provide Educational Programs</u> | FY 03 Expenditures: \$466,376 FY 03 Revenues: \$43,521 FY 03 Net Cost: \$422,855 FY 03 FTEs: 6.85 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Grants | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 <u>Provide Homework Assistance and Resources through Family Learning Centers</u> | FY 03 Expenditures: \$376,272 FY 03 Revenues: \$376,272 FY 03 Net Cost: \$0 FY 03 FTEs: 10.90 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Grants, LBPL Foundation | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

Goal: 2 **Enhance the community's ability to access information to meet educational, recreational and cultural needs**

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| Service: 1 <u>Respond to Requests for Information Assistance (in-person, via telephone and 24/7 via web site)</u> | FY 03 Expenditures: \$2,107,504 FY 03 Revenues: \$410,856 FY 03 Net Cost: \$1,696,648 FY 03 FTEs: 33.83 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 <u>Provide Assistance on the Library's Computer System and Web Site</u> | FY 03 Expenditures: \$289,604 FY 03 Revenues: \$0 FY 03 Net Cost: \$289,604 FY 03 FTEs: 4.38 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 3 | <u>Provide/Maintain State of the Art Computers & Networks for Access to Electronic Resources & Internet</u> | FY 03 Expenditures: \$1,122,040 FY 03 Revenues: \$58,098 FY 03 Net Cost: \$1,063,942 FY 03 FTEs: 2.57 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Grants | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>Deliver Books and Other Resource Materials to Library Sites and the Senior Center</u> | FY 03 Expenditures: \$56,011 FY 03 Revenues: \$0 FY 03 Net Cost: \$56,011 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Provide Homework Assistance and Other Resources to Foster Lifelong Learning</u> | FY 03 Expenditures: \$229,807 FY 03 Revenues: \$74,195 FY 03 Net Cost: \$155,612 FY 03 FTEs: 3.69 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Grants, LBPL Foundation | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Market the Library's Services to the Community, Including Schools</u> | FY 03 Expenditures: \$49,250 FY 03 Revenues: \$0 FY 03 Net Cost: \$49,250 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 7 | <u>Provide Library Services to the Homebound</u> | FY 03 Expenditures: \$50,196 FY 03 Revenues: \$0 FY 03 Net Cost: \$50,196 FY 03 FTEs: 0.75 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Grants | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 8 | <u>Provide Library Services to the Disabled</u> | FY 03 Expenditures: \$0 FY 03 Revenues: \$0 FY 03 Net Cost: \$0 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Grant | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 9 <u>Provide Web-based Services for Remote Users</u> | FY 03 Expenditures: \$59,055 FY 03 Revenues: \$3,058 <hr/> FY 03 Net Cost: \$55,997 FY 03 FTEs: 0.14 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 10 <u>Provide Governmental Information at the City Hall Information Desk (City Source)</u> | FY 03 Expenditures: \$172,025 FY 03 Revenues: \$300 <hr/> FY 03 Net Cost: \$171,725 FY 03 FTEs: 3.26 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 3 <i>Ensure that the level of resource materials meets the needs of a highly diverse public</i> | | | |
| Service: 1 <u>Develop and Maintain Library Collections in Various Formats</u> | FY 03 Expenditures: \$2,301,174 FY 03 Revenues: \$201,634 <hr/> FY 03 Net Cost: \$2,099,540 FY 03 FTEs: 35.47 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Various | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 4 <i>Provide library facilities that are safe, accessible and responsive to the community's changing needs</i> | | | |
| Service: 1 <u>Operate and Maintain Library Facilities for the Public's Use</u> | FY 03 Expenditures: \$1,151,499 FY 03 Revenues: \$1,000 <hr/> FY 03 Net Cost: \$1,150,499 FY 03 FTEs: 14.70 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| DEPARTMENT TOTALS: | | Total FY 03 Expenditures: \$11,547,213 Total FY 03 Revenues: \$1,550,011 <hr/> Total Net Cost: \$9,997,202 Total FTEs: 165.16 | |

LONG BEACH ENERGY DEPARTMENT

Goal: 1 ***Provide safe, reliable, and cost effective energy to the citizens and businesses of Long Beach***

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| Service: 1 | <u>Gas Distribution System (above ground) - Operations and Maintenance</u> | FY 03 Expenditures: \$1,992,031 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,992,031 FY 03 FTEs: 25.25 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Operate and maintain the natural gas infrastructure in compliance with DOT regulations</u> | FY 03 Expenditures: \$9,568,302 FY 03 Revenues: \$230,000 FY 03 Net Cost: \$9,338,302 FY 03 FTEs: 93.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund - EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Customer Service</u> | FY 03 Expenditures: \$3,030,105 FY 03 Revenues: \$1,552,444 FY 03 Net Cost: \$1,477,661 FY 03 FTEs: 44.50 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>Natural Gas Supply, Capacity, Storage, Billing, & Tariff Administration</u> | FY 03 Expenditures: \$47,677,448 FY 03 Revenues: \$79,923,340 FY 03 Net Cost: (\$32,245,892) FY 03 FTEs: 5.90 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Regulatory Compliance</u> | FY 03 Expenditures: \$190,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$190,000 FY 03 FTEs: 0.10 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund - EF 301 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>SERRF - Electric Production</u> | FY 03 Expenditures: \$37,368,191 FY 03 Revenues: \$25,918,853 FY 03 Net Cost: \$11,449,338 FY 03 FTEs: 3.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> SERRF - EF-331 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 7 | <u>Communication Center</u> | FY 03 Expenditures: \$1,589,353 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,589,353 FY 03 FTEs: 14.60 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 8 | <u>CNG Program</u> | FY 03 Expenditures: \$346,205 FY 03 Revenues: \$369,652 FY 03 Net Cost: (\$23,447) FY 03 FTEs: 1.20 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>Load Growth/Load Retention and Energy Efficiency</u> | FY 03 Expenditures: \$216,054 FY 03 Revenues: \$0 FY 03 Net Cost: \$216,054 FY 03 FTEs: 0.50 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 | <u>Facility Maintenance of 2400 E. Spring and Associated Facilities</u> | FY 03 Expenditures: \$300,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$300,000 FY 03 FTEs: 6.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund - EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 11 | <u>Low Income Discount Program</u> | FY 03 Expenditures: \$19,396 FY 03 Revenues: \$0 FY 03 Net Cost: \$19,396 FY 03 FTEs: 0.30 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund EF 301 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 2 | <i>Insure that Long Beach is a clean, healthy, and attractive place in which to live, visit and work by maintaining the City free of refuse and debris in an environmentally friendly manner</i> | | | |
| Service: 1 | <u>Residential Refuse Collection</u> | FY 03 Expenditures: \$22,901,414 FY 03 Revenues: \$22,506,321 FY 03 Net Cost: \$395,093 FY 03 FTEs: 112.98 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund-EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 2 | <u>SERF-Refuse Disposal</u> | FY 03 Expenditures: \$15,460,487 FY 03 Revenues: \$15,222,183 FY 03 Net Cost: \$238,304 FY 03 FTEs: 3.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Enterprise Fund (EF-331-SERRF) | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>SERRF-Ash Reuse</u> | FY 03 Expenditures: \$0 FY 03 Revenues: \$0 FY 03 Net Cost: \$0 FY 03 FTEs: 3.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Enterprise Fund (EF331- SERRF) | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Commercial Refuse Collection</u> | FY 03 Expenditures: \$1,205,338 FY 03 Revenues: \$1,184,543 FY 03 Net Cost: \$20,795 FY 03 FTEs: 7.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund - EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Police Department (Towing)</u> | FY 03 Expenditures: \$2,991,251 FY 03 Revenues: \$1,776,606 FY 03 Net Cost: \$1,214,645 FY 03 FTEs: 23.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Towing - EF340 001 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Special Collections</u> | FY 03 Expenditures: \$156,627 FY 03 Revenues: \$0 FY 03 Net Cost: \$156,627 FY 03 FTEs: 3.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>Dumped Item Collection</u> | FY 03 Expenditures: \$53,600 FY 03 Revenues: \$0 FY 03 Net Cost: \$53,600 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund - EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 8 | <u>Street Sweeping</u> | FY 03 Expenditures: \$4,065,895 FY 03 Revenues: \$262,347 FY 03 Net Cost: \$3,803,548 FY 03 FTEs: 23.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund -- FY 02 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 | <u>ESB-Parking (Towing)</u> | FY 03 Expenditures: \$1,640,512 FY 03 Revenues: \$974,268 FY 03 Net Cost: \$666,244 FY 03 FTEs: 12.50 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Towing - EF 340 001 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 10 | <u>Parking Control</u> | FY 03 Expenditures: \$1,295,061 FY 03 Revenues: \$4,700,000 FY 03 Net Cost: (\$3,404,939) FY 03 FTEs: 23.90 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 | <u>Parking Enforcement Towing</u> | FY 03 Expenditures: \$275,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$275,000 FY 03 FTEs: 5.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 12 | <u>Universal Waste</u> | FY 03 Expenditures: \$0 FY 03 Revenues: \$0 FY 03 Net Cost: \$0 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 13 | <u>Recycled Motor Oil</u> | FY 03 Expenditures: \$200,000 FY 03 Revenues: \$200,000 FY 03 Net Cost: \$0 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 14 | <u>Planning & Building - Abatement (Towing)</u> | FY 03 Expenditures: \$48,250 FY 03 Revenues: \$28,655 FY 03 Net Cost: \$19,595 FY 03 FTEs: 0.50 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Towing - EF 340 001 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 15 | <u>Auction (Lien Sales)</u> | FY 03 Expenditures: \$569,827 FY 03 Revenues: \$2,058,013 FY 03 Net Cost: (\$1,488,186) FY 03 FTEs: 5.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Towing EF 340 001 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 16 | <u>Residential Recycling Collection</u> | FY 03 Expenditures: \$3,506,008 FY 03 Revenues: \$5,197,616 FY 03 Net Cost: (\$1,691,608) FY 03 FTEs: 8.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 17 | <u>Public Education (SRRE Plan)</u> | FY 03 Expenditures: \$100,000 FY 03 Revenues: \$60,000 FY 03 Net Cost: \$40,000 FY 03 FTEs: 1.38 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 18 | <u>Litter abatement</u> | FY 03 Expenditures: \$100,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$100,000 FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund -- EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 19 | <u>Abandoned shopping cart retrieval</u> | FY 03 Expenditures: \$3,600 FY 03 Revenues: \$0 FY 03 Net Cost: \$3,600 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund -- EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 20 | <u>Containerization</u> | FY 03 Expenditures: \$200,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$200,000 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund -- EF330 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 21 | <u>Special Events</u> | FY 03 Expenditures: \$0 FY 03 Revenues: \$0 FY 03 Net Cost: \$0 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund -- EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 22 | <u>RMDZ</u> | FY 03 Expenditures: \$0 FY 03 Revenues: \$0 FY 03 Net Cost: \$0 FY 03 FTEs: 24.90 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund -- EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 23 | <u>Organic Resource Management</u> | FY 03 Expenditures: \$45,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$45,000 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Refuse Fund -- EF330 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 24 | <u>Scrap (Lien Sales)</u> | FY 03 Expenditures: \$116,712 FY 03 Revenues: \$421,521 FY 03 Net Cost: (\$304,809) FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Towing -- EF 340 001 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 25 | <u>City Vehicles (Towing)</u> | FY 03 Expenditures: \$144,751 FY 03 Revenues: \$85,965 FY 03 Net Cost: \$58,786 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Towing -- EF 340 001 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 3 | Provide safe, reliable, and cost effective equipment so that City departments can accomplish their goals | | | |

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| Service: 1 | <u>Scheduled - Safety (Maintenance)</u> | FY 03 Expenditures: \$1,096,450 FY 03 Revenues: \$1,173,808 FY 03 Net Cost: (\$77,358) FY 03 FTEs: 7.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Non-Scheduled - Safety (Maintenance)</u> | FY 03 Expenditures: \$3,289,349 FY 03 Revenues: \$3,521,423 FY 03 Net Cost: (\$232,074) FY 03 FTEs: 23.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Non-scheduled - Enterprise (Maintenance)</u> | FY 03 Expenditures: \$4,934,023 FY 03 Revenues: \$5,282,135 FY 03 Net Cost: (\$348,112) FY 03 FTEs: 34.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>Scheduled - Enterprise (Maintenance)</u> | FY 03 Expenditures: \$1,096,450 FY 03 Revenues: \$1,173,808 FY 03 Net Cost: (\$77,358) FY 03 FTEs: 7.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Scheduled - General (Maintenance)</u> | FY 03 Expenditures: \$959,393 FY 03 Revenues: \$1,027,082 FY 03 Net Cost: (\$67,689) FY 03 FTEs: 7.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Non-Scheduled - General (Maintenance)</u> | FY 03 Expenditures: \$2,329,955 FY 03 Revenues: \$2,494,341 FY 03 Net Cost: (\$164,386) FY 03 FTEs: 16.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 7 | <u>City Vehicles (Fueling)</u> | FY 03 Expenditures: \$2,379,477 FY 03 Revenues: \$2,681,318 FY 03 Net Cost: (\$301,841) FY 03 FTEs: 2.50 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 8 | <u>Purchase (Acquisition)</u> | FY 03 Expenditures: \$10,726,150 FY 03 Revenues: \$9,541,544 FY 03 Net Cost: \$1,184,606 FY 03 FTEs: 2.50 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>Alternative Fuels</u> | FY 03 Expenditures: \$32,450 FY 03 Revenues: \$0 FY 03 Net Cost: \$32,450 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 | <u>Disposal (Acquisition)</u> | FY 03 Expenditures: \$25,000 FY 03 Revenues: \$966,838 FY 03 Net Cost: (\$941,838) FY 03 FTEs: 0.50 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 | <u>Scheduled Maintenance (Facility Maintenance)</u> | FY 03 Expenditures: \$115,506 FY 03 Revenues: \$0 FY 03 Net Cost: \$115,506 FY 03 FTEs: 0.50 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Fleet | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 12 | <u>Non-Scheduled Maintenance (Facility Maintenance)</u> | FY 03 Expenditures: \$50,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$50,000 FY 03 FTEs: 0.50 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Fleet | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 13 | <u>Remediation (UPST)</u> | FY 03 Expenditures: \$5,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$5,000 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Fleet | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 14 | <u>Maintenance/Monitoring (UPST)</u> | FY 03 Expenditures: \$57,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$57,000 FY 03 FTEs: 0.50 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Fleet | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 15 | <u>Replacement (UPST)</u> | FY 03 Expenditures: \$5,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$5,000 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Fleet | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 16 | <u>Non-City Vehicles (Fueling)</u> | FY 03 Expenditures: \$5,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$5,000 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> Fleet | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 4 <i>Other</i> | | | | |
| Service: 1 | <u>Department Accounting and Financial Management</u> | FY 03 Expenditures: \$1,771,328 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,771,328 FY 03 FTEs: 9.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund - EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Commercial Services Billing Services</u> | FY 03 Expenditures: \$3,891,241 FY 03 Revenues: \$0 FY 03 Net Cost: \$3,891,241 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund EF 301 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 3 | <u>Safety Awareness and OSHA Compliance</u> | FY 03 Expenditures: \$120,463 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> |
| | | FY 03 Revenues: \$0 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Net Cost: \$120,463 | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 1.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | | Gas Fund EF 301 | | |
| Service: 4 | <u>Payroll/Personnel Transactions</u> | FY 03 Expenditures: \$314,555 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> |
| | | FY 03 Revenues: \$0 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Net Cost: \$314,555 | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 5.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | | Gas Fund EF 301 | | |
| Service: 5 | <u>Annual Budget Preparation and Reporting</u> | FY 03 Expenditures: \$448,041 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> |
| | | FY 03 Revenues: \$0 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Net Cost: \$448,041 | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 4.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | | Gas Fund EF 301 | | |
| Service: 6 | <u>Department Management and Administration</u> | FY 03 Expenditures: \$16,110,029 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> |
| | | FY 03 Revenues: \$235,230 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Net Cost: \$15,874,799 | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 2.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | | Gas Fund EF 301 | | |
| Service: 7 | <u>Customer Relations</u> | FY 03 Expenditures: \$149,205 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> |
| | | FY 03 Revenues: \$0 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Net Cost: \$149,205 | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 1.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | | Gas Fund EF 301 | | |
| Service: 8 | <u>Purchasing, Inventory, and Warehousing Functions</u> | FY 03 Expenditures: \$297,674 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> |
| | | FY 03 Revenues: \$0 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Net Cost: \$297,674 | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 5.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | | Gas Fund EF 301 | | |
| DEPARTMENT TOTALS: | | Total FY 03 Expenditures: \$207,585,157 | | | |
| | | Total FY 03 Revenues: \$190,769,854 | | | |
| | | Total Net Cost: \$16,815,303 | | | |
| | | Total FTEs: 581.51 | | | |

OIL PROPERTIES DEPARTMENT

Goal: 1 **Protect the environment and ensure safe working conditions by proactive management of the oil operations**

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| <p>Service: 1 <u>Subsidence Mangement</u></p> | <p>FY 03 Expenditures: \$1,493,634 FY 03 Revenues: \$2,551,577 FY 03 Net Cost: (\$1,057,943) FY 03 FTEs: 4.00</p> | <p>General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134</p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 2 <u>Environmental Practices</u></p> | <p>FY 03 Expenditures: \$258,422 FY 03 Revenues: \$508,410 FY 03 Net Cost: (\$249,988) FY 03 FTEs: 1.00</p> | <p>General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134</p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 3 <u>Land Use for Oil Operations</u></p> | <p>FY 03 Expenditures: \$133,288 FY 03 Revenues: \$262,226 FY 03 Net Cost: (\$128,938) FY 03 FTEs: 1.00</p> | <p>General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134</p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 4 <u>Environmental Mitigation</u></p> | <p>FY 03 Expenditures: \$151,324 FY 03 Revenues: \$297,710 FY 03 Net Cost: (\$146,386) FY 03 FTEs: 1.00</p> | <p>General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134</p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |

Goal: 2 **Ensure that the City's assets are profitable and properly maintained**

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| <p>Service: 1 <u>Maintain Oil Facilities</u></p> | <p>FY 03 Expenditures: \$875,789 FY 03 Revenues: \$1,722,995 FY 03 Net Cost: (\$847,206) FY 03 FTEs: 3.00</p> | <p>General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134</p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
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| Service: 2 | Economic Life of Operations | FY 03 Expenditures: \$1,447,496 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> |
| | | FY 03 Revenues: \$2,847,752 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Net Cost: (\$1,400,256) | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 6.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | NX 420/SR 134 | | | |
| Service: 3 | Engineering Practices | FY 03 Expenditures: \$713,593 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> |
| | | FY 03 Revenues: \$1,403,897 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Net Cost: (\$690,304) | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 3.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | NX 420/SR 134 | | | |
| Service: 4 | Oil Field Liabilities | FY 03 Expenditures: \$251,569 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> |
| | | FY 03 Revenues: \$494,928 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Net Cost: (\$243,359) | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 1.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | NX 420/SR 134 | | | |
| Service: 5 | Engineering Evaluations - Outside Service | FY 03 Expenditures: \$362,237 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> |
| | | FY 03 Revenues: \$712,653 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Net Cost: (\$350,416) | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 1.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | NX 420/SR 134 | | | |
| Goal: 3 | Ensure oil operations adhere to all agreements, processes and public policy | | | | |
| Service: 1 | Oil Operations Supervision | FY 03 Expenditures: \$787,529 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> |
| | | FY 03 Revenues: \$1,549,355 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Net Cost: (\$761,826) | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 3.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | NX 420/SR 134 | | | |
| Service: 2 | Sale of Mineral Resources | FY 03 Expenditures: \$372,215 | General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> |
| | | FY 03 Revenues: \$732,282 | Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | FY 03 Net Cost: (\$360,067) | Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | |
| | | FY 03 FTEs: 2.00 | Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | |
| | | NX 420/SR 134 | | | |

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| Service: 3 | <u>unit operations</u> | FY 03 Expenditures: \$190,347 FY 03 Revenues: \$374,482 FY 03 Net Cost: (\$184,135) FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Oil Budget</u> | FY 03 Expenditures: \$138,238 FY 03 Revenues: \$271,964 FY 03 Net Cost: (\$133,726) FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Working Interest Owners</u> | FY 03 Expenditures: \$251,872 FY 03 Revenues: \$495,524 FY 03 Net Cost: (\$243,652) FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Distribute Financials</u> | FY 03 Expenditures: \$9,298,672 FY 03 Revenues: \$10,190,852 FY 03 Net Cost: (\$892,180) FY 03 FTEs: 5.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 7 | <u>DOE Grants</u> | FY 03 Expenditures: \$178,560 FY 03 Revenues: \$351,293 FY 03 Net Cost: (\$172,733) FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Crude Oil Sell-Offs</u> | FY 03 Expenditures: \$137,482 FY 03 Revenues: \$270,478 FY 03 Net Cost: (\$132,996) FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> NX 420/SR 134 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 4 | <u>Other</u> | | | |

DRAFT

Service: 1 Supportive Services

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|------------------------|----------------------|
| FY 03 Expenditures: | \$1,361,533 |
| FY 03 Revenues: | \$2,678,631 |
| FY 03 Net Cost: | (\$1,317,098) |
| FY 03 FTEs: | 8.00 |

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| General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> | |
| Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> | | |
| Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> | | |
| Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> | | |
| NX 420/SR 134 | | | Added or enhanced in the past 3 yrs <input type="checkbox"/> |

DEPARTMENT TOTALS:

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|---------------------------|----------------------|
| Total FY 03 Expenditures: | \$18,403,800 |
| Total FY 03 Revenues: | \$27,717,009 |
| Total Net Cost: | (\$9,313,209) |
| Total FTEs: | 44.00 |

PARKS, RECREATION AND MARINE DEPARTMENT

Goal: 1 **Ensure open space, parks, and recreational facilities meet community needs**

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|------------|---|---|---|---|--|
| Service: 1 | <u>Project Planning & Administration</u> | FY 03 Expenditures: \$305,843 FY 03 Revenues: \$62,243 FY 03 Net Cost: \$243,600 FY 03 FTEs: 2.90 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> SR 180 | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Grant Development & Administration</u> | FY 03 Expenditures: \$297,797 FY 03 Revenues: \$0 FY 03 Net Cost: \$297,797 FY 03 FTEs: 1.91 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> SR 180 | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Mini-Park Development</u> | FY 03 Expenditures: \$332,287 FY 03 Revenues: \$0 FY 03 Net Cost: \$332,287 FY 03 FTEs: 0.58 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

Goal: 2 **Ensure City parks and recreational facilities provide a positive experience and image**

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| Service: 1 | <u>Maintenance Operation Bureau Administration/Parks</u> | FY 03 Expenditures: \$756,299 FY 03 Revenues: \$0 FY 03 Net Cost: \$756,299 FY 03 FTEs: 6.82 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Grounds Maintenance (Parks)/General</u> | FY 03 Expenditures: \$3,822,643 FY 03 Revenues: \$324,115 FY 03 Net Cost: \$3,498,528 FY 03 FTEs: 22.71 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 3 | <u>Structural Maintenance/Parks</u> | FY 03 Expenditures: \$1,524,056 FY 03 Revenues: \$113,931 FY 03 Net Cost: \$1,410,125 FY 03 FTEs: 16.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Custodial Maintenance/Parks</u> | FY 03 Expenditures: \$1,274,505 FY 03 Revenues: \$58,209 FY 03 Net Cost: \$1,216,296 FY 03 FTEs: 21.20 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>PARK RANGERS - EL DORADO</u> | FY 03 Expenditures: \$266,716 FY 03 Revenues: \$0 FY 03 Net Cost: \$266,716 FY 03 FTEs: 5.04 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Grounds Maintenance (Parks)/Blair Field</u> | FY 03 Expenditures: \$186,799 FY 03 Revenues: \$18,807 FY 03 Net Cost: \$167,992 FY 03 FTEs: 3.42 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 7 | <u>Grounds Maintenance (Parks) Athletic Fields</u> | FY 03 Expenditures: \$98,092 FY 03 Revenues: \$30,379 FY 03 Net Cost: \$67,713 FY 03 FTEs: 1.77 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>PARK RANGERS - CITY WIDE</u> | FY 03 Expenditures: \$646,436 FY 03 Revenues: \$0 FY 03 Net Cost: \$646,436 FY 03 FTEs: 11.57 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 9 <u>Grounds Maintenance Weed Abatement</u> | FY 03 Expenditures: \$162,085 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$162,085 FY 03 FTEs: 3.47 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 3 <i>Ensure recreational programming, leisure opportunities, and community services meet the diverse needs and interests of residents and visitors</i> | | | |
| Service: 1 <u>COMMUNITY RECREATION SERVICES BUREAU ADMINISTRATION</u> | FY 03 Expenditures: \$1,452,831 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$1,452,831 FY 03 FTEs: 7.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 <u>EL DORADO REGIONAL PARK OPERATIONS</u> | FY 03 Expenditures: \$300,956 FY 03 Revenues: \$672,800 <hr/> FY 03 Net Cost: (\$371,844) FY 03 FTEs: 7.38 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 <u>FACILITY OPERATIONS</u> | FY 03 Expenditures: \$2,391,112 FY 03 Revenues: \$58,775 <hr/> FY 03 Net Cost: \$2,332,337 FY 03 FTEs: 44.60 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 <u>Special Events / Permitted</u> | FY 03 Expenditures: \$333,372 FY 03 Revenues: \$163,091 <hr/> FY 03 Net Cost: \$170,281 FY 03 FTEs: 2.75 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> SR 133 | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 <u>AQUATICS - POOLS - GENERAL OPERATIONS</u> | FY 03 Expenditures: \$1,197,979 FY 03 Revenues: \$455,953 <hr/> FY 03 Net Cost: \$742,026 FY 03 FTEs: 25.01 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 6 | <u>SPORTS - YOUTH SPORTS</u> | FY 03 Expenditures: \$820,321 FY 03 Revenues: \$0 FY 03 Net Cost: \$820,321 FY 03 FTEs: 32.25 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>COMMUNITY OUTREACH RECREATION - YOUTH SERVICES COORDINATION</u> | FY 03 Expenditures: \$35,817 FY 03 Revenues: \$0 FY 03 Net Cost: \$35,817 FY 03 FTEs: 1.45 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 8 | <u>FACILITY OPERATIONS - TEEN CENTERS</u> | FY 03 Expenditures: \$633,684 FY 03 Revenues: \$16,000 FY 03 Net Cost: \$617,684 FY 03 FTEs: 16.48 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>COMMUNITY OUTREACH RECREATION - SUPERVISED RECREATION AT SCHOOLS - PRM</u> | FY 03 Expenditures: \$230,003 FY 03 Revenues: \$0 FY 03 Net Cost: \$230,003 FY 03 FTEs: 7.99 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 10 | <u>ENVIRONMENTAL PROGRAMS - NATURE CENTER & DLBP</u> | FY 03 Expenditures: \$563,127 FY 03 Revenues: \$76,689 FY 03 Net Cost: \$486,438 FY 03 FTEs: 11.42 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 11 | <u>SENIORS - SENIOR CENTER - SOCIAL SERVICES</u> | FY 03 Expenditures: \$42,391 FY 03 Revenues: \$0 FY 03 Net Cost: \$42,391 FY 03 FTEs: 0.94 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 12 | <u>SENIORS - SENIOR CENTER - PROGRAMS</u> | FY 03 Expenditures: \$464,087 FY 03 Revenues: \$100,424 FY 03 Net Cost: \$363,663 FY 03 FTEs: 5.76 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 13 | <u>GANG PREVENTION & INTERVENTION - GANG PREVENTION</u> | FY 03 Expenditures: \$526,203 FY 03 Revenues: \$10,000 FY 03 Net Cost: \$516,203 FY 03 FTEs: 9.23 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 14 | <u>CULTURAL PROGRAMS - HOMELAND</u> | FY 03 Expenditures: \$168,907 FY 03 Revenues: \$0 FY 03 Net Cost: \$168,907 FY 03 FTEs: 2.26 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 15 | <u>SENIORS - COMMUNITY CENTER PROGRAMS</u> | FY 03 Expenditures: \$459,753 FY 03 Revenues: \$4,640 FY 03 Net Cost: \$455,113 FY 03 FTEs: 7.59 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 16 | <u>Leases & Concessions/ Golf</u> | FY 03 Expenditures: \$375,359 FY 03 Revenues: \$4,192,965 FY 03 Net Cost: (\$3,817,606) FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 17 | <u>SPORTS - PERMITTING</u> | FY 03 Expenditures: \$367,810 FY 03 Revenues: \$140,211 FY 03 Net Cost: \$227,599 FY 03 FTEs: 4.38 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 18 | <u>HISTORIC SITES - RANCHO LOS CERRITOS</u> | FY 03 Expenditures: \$434,036 FY 03 Revenues: \$0 FY 03 Net Cost: \$434,036 FY 03 FTEs: 6.19 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 19 | <u>HISTORICAL SITES - RANCHO LOS ALAMITOS</u> | FY 03 Expenditures: \$623,872 FY 03 Revenues: \$0 FY 03 Net Cost: \$623,872 FY 03 FTEs: 0.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 20 | <u>CULTURAL PROGRAMS - MUSEUM OF ART</u> | FY 03 Expenditures: \$670,148 FY 03 Revenues: \$2,142 FY 03 Net Cost: \$668,006 FY 03 FTEs: 0.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 21 | <u>DAY CAMPS - AQUATICS</u> | FY 03 Expenditures: \$325,054 FY 03 Revenues: \$184,901 FY 03 Net Cost: \$140,153 FY 03 FTEs: 8.20 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 22 | <u>DAY CAMPS - PARK</u> | FY 03 Expenditures: \$462,586 FY 03 Revenues: \$286,621 FY 03 Net Cost: \$175,965 FY 03 FTEs: 17.04 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 23 | <u>VOLUNTEERS - PROGRAM COORDINATION</u> | FY 03 Expenditures: \$125,739 FY 03 Revenues: \$0 FY 03 Net Cost: \$125,739 FY 03 FTEs: 1.78 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 24 | <u>SUMMER FOOD</u> | FY 03 Expenditures: \$479,166 FY 03 Revenues: \$391,781 FY 03 Net Cost: \$87,385 FY 03 FTEs: 2.84 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 25 | <u>ADAPTIVE</u> | FY 03 Expenditures: \$223,156 FY 03 Revenues: \$32,451 FY 03 Net Cost: \$190,705 FY 03 FTEs: 4.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 26 | <u>EXTENDED CARE</u> | FY 03 Expenditures: \$289,252 FY 03 Revenues: \$180,864 FY 03 Net Cost: \$108,388 FY 03 FTEs: 8.74 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 27 | <u>CLASSES & REGISTRATION</u> | FY 03 Expenditures: \$714,891 FY 03 Revenues: \$676,630 FY 03 Net Cost: \$38,261 FY 03 FTEs: 4.63 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 28 | <u>AQUATICS - POOLS - PERMITTED ACTIVITIES & SUPPORT</u> | FY 03 Expenditures: \$58,488 FY 03 Revenues: \$44,775 FY 03 Net Cost: \$13,713 FY 03 FTEs: 1.20 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 29 | <u>Leases and Concessions - Other (Parks)</u> | FY 03 Expenditures: \$165,392 FY 03 Revenues: \$164,427 FY 03 Net Cost: \$965 FY 03 FTEs: 1.50 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 30 | <u>SPORTS - ADULT LEAGUES</u> | FY 03 Expenditures: \$364,387 FY 03 Revenues: \$252,139 FY 03 Net Cost: \$112,248 FY 03 FTEs: 7.21 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 31 | <u>COMMUNITY OUTREACH RECREATION - MOBILE RECREATION</u> | FY 03 Expenditures: \$76,126 FY 03 Revenues: \$0 FY 03 Net Cost: \$76,126 FY 03 FTEs: 4.27 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 32 | <u>FACILITY RESERVATIONS - COMMUNITY PARKS</u> | FY 03 Expenditures: \$205,070 FY 03 Revenues: \$143,556 FY 03 Net Cost: \$61,514 FY 03 FTEs: 5.16 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 33 | <u>AQUATICS - SAILING & BOATING</u> | FY 03 Expenditures: \$210,241 FY 03 Revenues: \$109,260 FY 03 Net Cost: \$100,981 FY 03 FTEs: 5.76 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 34 | <u>CULTURAL PROGRAMS - MURALS</u> | FY 03 Expenditures: \$46,986 FY 03 Revenues: \$0 FY 03 Net Cost: \$46,986 FY 03 FTEs: 2.28 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 35 | <u>GANG PREVENTION & INTERVENTION - ATTITUDE CREW</u> | FY 03 Expenditures: \$43,337 FY 03 Revenues: \$0 FY 03 Net Cost: \$43,337 FY 03 FTEs: 0.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 36 | <u>FACILITY RESERVATIONS - PICNICS & OPENSOURCE</u> | FY 03 Expenditures: \$101,181 FY 03 Revenues: \$20,263 FY 03 Net Cost: \$80,918 FY 03 FTEs: 1.62 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 37 | <u>VOLUNTEERS - BANQUET</u> | FY 03 Expenditures: \$51,998 FY 03 Revenues: \$0 FY 03 Net Cost: \$51,998 FY 03 FTEs: 0.20 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 38 | <u>SPORTS - BLAIR FIELD</u> | FY 03 Expenditures: \$187,720 FY 03 Revenues: \$134,254 FY 03 Net Cost: \$53,466 FY 03 FTEs: 5.12 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 39 | <u>ENVIRONMENTAL PROGRAMS - OUTREACH & STEWARDSHIP</u> | FY 03 Expenditures: \$442,595 FY 03 Revenues: \$210,000 FY 03 Net Cost: \$232,595 FY 03 FTEs: 6.79 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 40 | <u>CULTURAL PROGRAMS - MUNICIPAL BAND</u> | FY 03 Expenditures: \$371,766 FY 03 Revenues: \$20,000 FY 03 Net Cost: \$351,766 FY 03 FTEs: 3.09 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 41 | <u>COMMUNITY OUTREACH RECREATION - MOBILE SKATEPARK</u> | FY 03 Expenditures: \$64,686 FY 03 Revenues: \$50,000 FY 03 Net Cost: \$14,686 FY 03 FTEs: 2.37 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 42 | <u>COMMUNITY OUTREACH RECREATION - PAL PROGRAMS</u> | FY 03 Expenditures: \$211,557 FY 03 Revenues: \$0 FY 03 Net Cost: \$211,557 FY 03 FTEs: 4.82 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 43 | <u>COMMUNITY OUTREACH RECREATION - YOUTH JOB TRAINING</u> | FY 03 Expenditures: \$61,422 FY 03 Revenues: \$40,000 FY 03 Net Cost: \$21,422 FY 03 FTEs: 3.12 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 44 | <u>SPECIAL EVENTS - CITY EVENTS</u> | FY 03 Expenditures: \$87,112 FY 03 Revenues: \$25,000 FY 03 Net Cost: \$62,112 FY 03 FTEs: 0.76 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> SR 133 | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 45 | <u>COMMUNITY OUTREACH RECREATION - OLYMPIKIDS</u> | FY 03 Expenditures: \$55,167 FY 03 Revenues: \$0 FY 03 Net Cost: \$55,167 FY 03 FTEs: 1.02 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 46 | <u>SPECIAL EVENTS - NON-CITY EVENTS</u> | FY 03 Expenditures: \$80,930 FY 03 Revenues: \$0 FY 03 Net Cost: \$80,930 FY 03 FTEs: 2.07 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 47 | <u>COMMUNITY OUTREACH RECREATION - LBUSD RECREATION (SUPPORT)</u> | FY 03 Expenditures: \$125,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$125,000 FY 03 FTEs: 0.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 48 | <u>SENIORS - SENIOR OLYMPICS</u> | FY 03 Expenditures: \$52,445 FY 03 Revenues: \$21,000 FY 03 Net Cost: \$31,445 FY 03 FTEs: 0.63 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 49 | <u>COMMUNITY OUTREACH RECREATION - SUPERVISED RECREATION AT SCHOOLS - CDBG</u> | FY 03 Expenditures: \$30,343 FY 03 Revenues: \$0 FY 03 Net Cost: \$30,343 FY 03 FTEs: 14.81 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 50 | <u>CULTURAL PROGRAMS - INTERNATIONAL CITY THEATER</u> | FY 03 Expenditures: \$66,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$66,000 FY 03 FTEs: 0.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 4 | | <i>Ensure beaches, waterways, and marine amenities are accessible and provide a positive experience and image</i> | | |
| Service: 1 | <u>Maintenance Operations Bureau Administration/Beaches</u> | FY 03 Expenditures: \$250,715 FY 03 Revenues: \$0 FY 03 Net Cost: \$250,715 FY 03 FTEs: 1.83 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Marine Bureau Administration (Beaches)</u> | FY 03 Expenditures: \$596,976 FY 03 Revenues: \$768,934 FY 03 Net Cost: (\$171,958) FY 03 FTEs: 2.00 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Beach Maintenance</u> | FY 03 Expenditures: \$1,747,999 FY 03 Revenues: \$394,039 FY 03 Net Cost: \$1,353,960 FY 03 FTEs: 14.64 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 4 | <u>Structural Maintenance/Beaches</u> | FY 03 Expenditures: \$543,745 FY 03 Revenues: \$0 FY 03 Net Cost: \$543,745 FY 03 FTEs: 6.60 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Custodial Maintenance Beaches</u> | FY 03 Expenditures: \$190,372 FY 03 Revenues: \$0 FY 03 Net Cost: \$190,372 FY 03 FTEs: 3.60 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Beach Operations</u> | FY 03 Expenditures: \$328,771 FY 03 Revenues: \$328,771 FY 03 Net Cost: \$0 FY 03 FTEs: 3.34 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 7 | <u>Rainbow Harbor Maintenance</u> | FY 03 Expenditures: \$1,272,506 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,272,506 FY 03 FTEs: 7.15 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Rainbow Harbor Operations</u> | FY 03 Expenditures: \$837,628 FY 03 Revenues: \$448,748 FY 03 Net Cost: \$388,880 FY 03 FTEs: 5.49 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>Leases and Concessions - Beaches & Waterways</u> | FY 03 Expenditures: \$115,195 FY 03 Revenues: \$1,185,800 FY 03 Net Cost: (\$1,070,605) FY 03 FTEs: 0.48 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 10 <u>Grounds Maintenance/Beach</u> | FY 03 Expenditures: \$642,245 FY 03 Revenues: \$837 FY 03 Net Cost: \$641,408 FY 03 FTEs: 6.10 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 <u>Dredge Maintenance</u> | FY 03 Expenditures: \$378,381 FY 03 Revenues: \$0 FY 03 Net Cost: \$378,381 FY 03 FTEs: 3.15 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 5 <i>Ensure marinas are fiscally sound and meet boat owner and community needs</i> | | | |
| Service: 1 <u>Marine Bureau Administration (Marinas)</u> | FY 03 Expenditures: \$762,637 FY 03 Revenues: \$12,761,150 FY 03 Net Cost: (\$11,998,513) FY 03 FTEs: 2.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 <u>Maintenance Operations Bureau Administration / Marinas</u> | FY 03 Expenditures: \$446,727 FY 03 Revenues: \$0 FY 03 Net Cost: \$446,727 FY 03 FTEs: 2.95 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 <u>Strucutal Maintenance/Marinas</u> | FY 03 Expenditures: \$1,933,832 FY 03 Revenues: \$101,855 FY 03 Net Cost: \$1,831,977 FY 03 FTEs: 24.63 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 <u>Custodial Maintenance/Marinas</u> | FY 03 Expenditures: \$692,395 FY 03 Revenues: \$0 FY 03 Net Cost: \$692,395 FY 03 FTEs: 14.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 5 | <u>Marina Operations - Office Services</u> | FY 03 Expenditures: \$2,014,408 FY 03 Revenues: \$2,014,408 FY 03 Net Cost: \$0 FY 03 FTEs: 11.62 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Marina Operations/Field Services</u> | FY 03 Expenditures: \$194,005 FY 03 Revenues: \$194,005 FY 03 Net Cost: \$0 FY 03 FTEs: 4.25 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>Grounds Maintenance/Marinas</u> | FY 03 Expenditures: \$603,772 FY 03 Revenues: \$0 FY 03 Net Cost: \$603,772 FY 03 FTEs: 6.35 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Leases and Concessions - Marinas</u> | FY 03 Expenditures: \$103,026 FY 03 Revenues: \$1,200,000 FY 03 Net Cost: (\$1,096,974) FY 03 FTEs: 0.48 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 6 | <u>Other</u> | | | | |
| Service: 1 | <u>Executive Office Administration</u> | FY 03 Expenditures: \$449,640 FY 03 Revenues: \$0 FY 03 Net Cost: \$449,640 FY 03 FTEs: 3.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Business Operations Administration</u> | FY 03 Expenditures: \$731,272 FY 03 Revenues: \$0 FY 03 Net Cost: \$731,272 FY 03 FTEs: 3.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 3 | <u>Finance and Controls</u> | FY 03 Expenditures: \$682,525 FY 03 Revenues: \$0 FY 03 Net Cost: \$682,525 FY 03 FTEs: 9.50 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>HR and Payroll/Personnel</u> | FY 03 Expenditures: \$337,644 FY 03 Revenues: \$0 FY 03 Net Cost: \$337,644 FY 03 FTEs: 5.24 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Community Information Division</u> | FY 03 Expenditures: \$799,060 FY 03 Revenues: \$193,621 FY 03 Net Cost: \$605,439 FY 03 FTEs: 7.77 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>PRM Employee Safety Program</u> | FY 03 Expenditures: \$128,952 FY 03 Revenues: \$0 FY 03 Net Cost: \$128,952 FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>Film Permitting</u> | FY 03 Expenditures: \$143,435 FY 03 Revenues: \$59,565 FY 03 Net Cost: \$83,870 FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> SR 133 | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| DEPARTMENT TOTALS: | | Total FY 03 Expenditures: \$44,472,982 Total FY 03 Revenues: \$29,141,029 Total Net Cost: \$15,331,953 Total FTEs: 564.87 | | | |

PLANNING AND BUILDING DEPARTMENT

Goal: 1 *To ensure that buildings and properties in Long Beach are built & developed safely for residents, businesses and visitors*

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| Service: 1 <u>Construction Regulation and Development Services</u> | FY 03 Expenditures: \$1,414,364 FY 03 Revenues: \$292,800 <hr/> FY 03 Net Cost: \$1,121,564 FY 03 FTEs: 12.21 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 1 <u>Plan Check Program</u> | FY 03 Expenditures: \$921,376 FY 03 Revenues: \$2,029,539 <hr/> FY 03 Net Cost: (\$1,108,163) FY 03 FTEs: 8.65 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 1 <u>Inspection Program</u> | FY 03 Expenditures: \$1,523,249 FY 03 Revenues: \$3,099,000 <hr/> FY 03 Net Cost: (\$1,575,751) FY 03 FTEs: 16.90 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

Goal: 2 *To ensure that buildings and properties in Long Beach maintain their quality and value over time*

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| Service: 1 <u>Substandard Buildings Code Enforcement</u> | FY 03 Expenditures: \$511,805 FY 03 Revenues: \$309,631 <hr/> FY 03 Net Cost: \$202,174 FY 03 FTEs: 4.43 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 <u>Property Maintenance Program</u> | FY 03 Expenditures: \$188,809 FY 03 Revenues: \$56,752 <hr/> FY 03 Net Cost: \$132,057 FY 03 FTEs: 2.63 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 3 | <u>Weed and Vehicle Abatement Program</u> | FY 03 Expenditures: \$240,852 FY 03 Revenues: \$99,748 FY 03 Net Cost: \$141,104 FY 03 FTEs: 2.29 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Zoning/Pay Phone Program</u> | FY 03 Expenditures: \$385,142 FY 03 Revenues: \$136,500 FY 03 Net Cost: \$248,642 FY 03 FTEs: 5.70 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Historical Preservation Program</u> | FY 03 Expenditures: \$86,540 FY 03 Revenues: \$7,074 FY 03 Net Cost: \$79,466 FY 03 FTEs: 0.90 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Community Code Enforcement Program</u> | FY 03 Expenditures: \$645,417 FY 03 Revenues: \$0 FY 03 Net Cost: \$645,417 FY 03 FTEs: 7.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 7 | <u>Intensified Code Enforcement Program</u> | FY 03 Expenditures: \$0 FY 03 Revenues: \$0 FY 03 Net Cost: \$0 FY 03 FTEs: 12.15 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Oil Well Inspections</u> | FY 03 Expenditures: \$192,701 FY 03 Revenues: \$520,000 FY 03 Net Cost: (\$327,299) FY 03 FTEs: 2.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 9 <u>Fresh Start Program</u> | FY 03 Expenditures: \$0 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$0 FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Community Development Block Grant (CDBG) reimbursement of expenses. | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 <u>Code Compliance Program</u> | FY 03 Expenditures: \$315,757 FY 03 Revenues: \$134,542 <hr/> FY 03 Net Cost: \$181,215 FY 03 FTEs: 2.90 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> The State Housing and Community Development is budgeted to reimburse City \$134,542. | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 11 <u>Business License Inspection Program</u> | FY 03 Expenditures: \$131,290 FY 03 Revenues: \$162,000 <hr/> FY 03 Net Cost: (\$30,710) FY 03 FTEs: 1.75 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 12 <u>Garage Resale Program</u> | FY 03 Expenditures: \$102,367 FY 03 Revenues: \$70,000 <hr/> FY 03 Net Cost: \$32,367 FY 03 FTEs: 1.50 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 3 <i>To ensure that development in Long Beach is planned and designed so that it does not negatively impact the natural and built environment.</i> | | | |
| Service: 1 <u>NEPA/CEQA Processing</u> | FY 03 Expenditures: \$260,910 FY 03 Revenues: \$230,000 <hr/> FY 03 Net Cost: \$30,910 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 1 <u>General Plan Update</u> | FY 03 Expenditures: \$465,748 FY 03 Revenues: \$5,000 <hr/> FY 03 Net Cost: \$460,748 FY 03 FTEs: 3.39 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 1 | <u>Land Use Regulation, Project Applications Processing</u> | FY 03 Expenditures: \$655,052 FY 03 Revenues: \$662,341 <hr/> FY 03 Net Cost: (\$7,289) FY 03 FTEs: 6.72 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Sustainable City Project</u> | FY 03 Expenditures: \$186,299 FY 03 Revenues: \$2,000 <hr/> FY 03 Net Cost: \$184,299 FY 03 FTEs: 1.35 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Census and Data Analysis Program</u> | FY 03 Expenditures: \$139,724 FY 03 Revenues: \$1,500 <hr/> FY 03 Net Cost: \$138,224 FY 03 FTEs: 1.02 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>Mapping and Analysis (GIS) Program</u> | FY 03 Expenditures: \$93,150 FY 03 Revenues: \$1,000 <hr/> FY 03 Net Cost: \$92,150 FY 03 FTEs: 0.68 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>City Projects for Processing With Coastal Commission</u> | FY 03 Expenditures: \$46,575 FY 03 Revenues: \$500 <hr/> FY 03 Net Cost: \$46,075 FY 03 FTEs: 0.34 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 4 | <i>To ensure that construction regulatory activities and operations in Long Beach create a friendly business environment.</i> | | | | |
| Service: 1 | <u>Construction Development Information and Assistance Services</u> | FY 03 Expenditures: \$353,591 FY 03 Revenues: \$73,200 <hr/> FY 03 Net Cost: \$280,391 FY 03 FTEs: 3.05 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 2 | <u>Community Planning Services</u> | FY 03 Expenditures: \$429,023 FY 03 Revenues: \$0 FY 03 Net Cost: \$429,023 FY 03 FTEs: 5.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Portion of expenses reimbursed by Community Development Block Grant (CDBG) | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Small Business Help Desk</u> | FY 03 Expenditures: \$94,324 FY 03 Revenues: \$0 FY 03 Net Cost: \$94,324 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 4 | <u>Large Project Applications Processing</u> | FY 03 Expenditures: \$163,763 FY 03 Revenues: \$165,585 FY 03 Net Cost: (\$1,822) FY 03 FTEs: 1.68 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Department E-Government Initiative</u> | FY 03 Expenditures: \$49,546 FY 03 Revenues: \$0 FY 03 Net Cost: \$49,546 FY 03 FTEs: 0.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Public Education and Outreach</u> | FY 03 Expenditures: \$49,546 FY 03 Revenues: \$0 FY 03 Net Cost: \$49,546 FY 03 FTEs: 0.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 5 | <u>Other</u> | | | | |
| Service: 1 | <u>Administrative Support Services</u> | FY 03 Expenditures: \$891,823 FY 03 Revenues: \$0 FY 03 Net Cost: \$891,823 FY 03 FTEs: 5.90 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 1 | <u>Regulatory Support Services</u> | FY 03 Expenditures: | \$359,697 | General Fund | <input checked="" type="checkbox"/> | Insurance Fund | <input type="checkbox"/> | Opportunity for Privatization | <input checked="" type="checkbox"/> |
| | | FY 03 Revenues: | \$314,364 | Tidelands | <input type="checkbox"/> | Employee Benefits Fund | <input type="checkbox"/> | | |
| | | FY 03 Net Cost: | \$45,333 | Civic Center Fund | <input type="checkbox"/> | General Services Fund | <input type="checkbox"/> | Added or enhanced in the past 3 yrs | <input checked="" type="checkbox"/> |
| | | | | Fleet Fund | <input type="checkbox"/> | Other | <input type="checkbox"/> | | |
| | | | | FY 03 FTEs: | 22.15 | | | | |
| DEPARTMENT TOTALS: | | Total FY 03 Expenditures: | \$10,898,440 | | | | | | |
| | | Total FY 03 Revenues: | \$8,373,076 | | | | | | |
| | | Total Net Cost: | \$2,525,364 | | | | | | |
| | | Total FTEs: | 137.19 | | | | | | |

POLICE DEPARTMENT

Goal: 1 **Reduce criminal activity in our city.**

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| Service: 1 <u>Patrol</u> | FY 03 Expenditures: \$38,176,448 FY 03 Revenues: \$0 FY 03 Net Cost: \$38,176,448 FY 03 FTEs: 484.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 <u>Special Response</u> | FY 03 Expenditures: \$4,645,949 FY 03 Revenues: \$0 FY 03 Net Cost: \$4,645,949 FY 03 FTEs: 45.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 <u>Adult Investigations</u> | FY 03 Expenditures: \$6,001,949 FY 03 Revenues: \$0 FY 03 Net Cost: \$6,001,949 FY 03 FTEs: 74.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 <u>Drug Investigations</u> | FY 03 Expenditures: \$2,804,271 FY 03 Revenues: \$0 FY 03 Net Cost: \$2,804,271 FY 03 FTEs: 28.00 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 <u>Crime Analysis</u> | FY 03 Expenditures: \$248,728 FY 03 Revenues: \$0 FY 03 Net Cost: \$248,728 FY 03 FTEs: 4.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 <u>Records</u> | FY 03 Expenditures: \$5,392,914 FY 03 Revenues: \$0 FY 03 Net Cost: \$5,392,914 FY 03 FTEs: 109.50 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 7 <u>Records Administration</u> | FY 03 Expenditures: \$586,723 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$586,723 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 <u>DUI citation and booking</u> | FY 03 Expenditures: \$943,670 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$943,670 FY 03 FTEs: 13.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 <u>Crime Lab</u> | FY 03 Expenditures: \$1,883,530 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$1,883,530 FY 03 FTEs: 19.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 <u>Academy / Range</u> | FY 03 Expenditures: \$2,235,657 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$2,235,657 FY 03 FTEs: 21.40 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 2 <i>Improve the quality of life through proactive enforcement</i> | | | |
| Service: 1 <u>Gang Enforcement</u> | FY 03 Expenditures: \$3,742,632 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$3,742,632 FY 03 FTEs: 42.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 <u>Criminal Suppression</u> | FY 03 Expenditures: \$1,233,478 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$1,233,478 FY 03 FTEs: 14.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 3 | <u>Vice Investigations</u> | FY 03 Expenditures: \$1,804,486 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,804,486 FY 03 FTEs: 20.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Community Code Enforcement</u> | FY 03 Expenditures: \$76,352 FY 03 Revenues: \$76,352 FY 03 Net Cost: \$0 FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Grant | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Parking Enforcement</u> | FY 03 Expenditures: \$610,244 FY 03 Revenues: \$0 FY 03 Net Cost: \$610,244 FY 03 FTEs: 12.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Auto Theft Task Force</u> | FY 03 Expenditures: \$172,300 FY 03 Revenues: \$0 FY 03 Net Cost: \$172,300 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 7 | <u>Chief of Police and Staff</u> | FY 03 Expenditures: \$1,228,361 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,228,361 FY 03 FTEs: 13.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Administrative Security -Intelligence</u> | FY 03 Expenditures: \$419,253 FY 03 Revenues: \$0 FY 03 Net Cost: \$419,253 FY 03 FTEs: 5.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 9 | <u>Traffic (control)</u> | FY 03 Expenditures: \$3,622,585 FY 03 Revenues: \$0 FY 03 Net Cost: \$3,622,585 FY 03 FTEs: 42.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 | <u>Training</u> | FY 03 Expenditures: \$288,467 FY 03 Revenues: \$0 FY 03 Net Cost: \$288,467 FY 03 FTEs: 3.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 | <u>Property Detail</u> | FY 03 Expenditures: \$880,284 FY 03 Revenues: \$0 FY 03 Net Cost: \$880,284 FY 03 FTEs: 13.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 12 | <u>Crossing Guards</u> | FY 03 Expenditures: \$1,411,655 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,411,655 FY 03 FTEs: 54.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 13 | <u>Pay Beach Parking</u> | FY 03 Expenditures: \$176,958 FY 03 Revenues: \$0 FY 03 Net Cost: \$176,958 FY 03 FTEs: 3.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 3 | Partner with the community to help provide a safe city. | | | | |
| Service: 1 | <u>Communications Center</u> | FY 03 Expenditures: \$4,268,088 FY 03 Revenues: \$0 FY 03 Net Cost: \$4,268,088 FY 03 FTEs: 66.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 2 | <u>Community Relations</u> | FY 03 Expenditures: \$1,650,708 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,650,708 FY 03 FTEs: 24.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Internal Affairs</u> | FY 03 Expenditures: \$1,386,535 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,386,535 FY 03 FTEs: 0.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Family Services</u> | FY 03 Expenditures: \$1,435,218 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,435,218 FY 03 FTEs: 17.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Youth Services</u> | FY 03 Expenditures: \$2,592,580 FY 03 Revenues: \$0 FY 03 Net Cost: \$2,592,580 FY 03 FTEs: 31.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Campus Presence</u> | FY 03 Expenditures: \$647,248 FY 03 Revenues: \$0 FY 03 Net Cost: \$647,248 FY 03 FTEs: 8.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Contract | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>DARE</u> | FY 03 Expenditures: \$569,111 FY 03 Revenues: \$0 FY 03 Net Cost: \$569,111 FY 03 FTEs: 7.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 8 <u>Police Athletic League (PAL)</u> | FY 03 Expenditures: \$1,321,354 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$1,321,354 FY 03 FTEs: 12.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 <u>Juvenile Car (J-CAR)</u> | FY 03 Expenditures: \$567,177 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$567,177 FY 03 FTEs: 6.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 <u>Communications Center Administration</u> | FY 03 Expenditures: \$4,237,552 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$4,237,552 FY 03 FTEs: 21.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 <u>Security Services</u> | FY 03 Expenditures: \$102,003 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$102,003 FY 03 FTEs: 1.50 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 4 <i>Provide timely and courteous customer service to all our clients.</i> | | | |
| Service: 1 <u>Graffiti Abatement</u> | FY 03 Expenditures: \$152,227 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$152,227 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 <u>Sex Crimes</u> | FY 03 Expenditures: \$823,140 FY 03 Revenues: \$0 <hr/> FY 03 Net Cost: \$823,140 FY 03 FTEs: 9.00 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 3 | <u>Adult Incarceration</u> | FY 03 Expenditures: \$4,361,394 FY 03 Revenues: \$0 FY 03 Net Cost: \$4,361,394 FY 03 FTEs: 47.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Arrest and Booking</u> | FY 03 Expenditures: \$883,085 FY 03 Revenues: \$0 FY 03 Net Cost: \$883,085 FY 03 FTEs: 14.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Court Affairs</u> | FY 03 Expenditures: \$726,033 FY 03 Revenues: \$0 FY 03 Net Cost: \$726,033 FY 03 FTEs: 12.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Contract Agreement Services</u> | FY 03 Expenditures: \$2,891,158 FY 03 Revenues: \$0 FY 03 Net Cost: \$2,891,158 FY 03 FTEs: 37.00 | General Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Airport Fund | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>Other Special Events</u> | FY 03 Expenditures: \$550,873 FY 03 Revenues: \$0 FY 03 Net Cost: \$550,873 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Recruits</u> | FY 03 Expenditures: \$1,929,464 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,929,464 FY 03 FTEs: 30.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 5 | <u>Other</u> | | | | |

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| Service: 1 | <u>Personnel Services</u> | FY 03 Expenditures: \$1,364,851 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,364,851 FY 03 FTEs: 11.35 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Financial Services</u> | FY 03 Expenditures: \$11,754,254 FY 03 Revenues: \$0 FY 03 Net Cost: \$11,754,254 FY 03 FTEs: 9.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Information management</u> | FY 03 Expenditures: \$531,000 FY 03 Revenues: \$0 FY 03 Net Cost: \$531,000 FY 03 FTEs: 0.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Innovation and Technology</u> | FY 03 Expenditures: \$420,936 FY 03 Revenues: \$0 FY 03 Net Cost: \$420,936 FY 03 FTEs: 5.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Technical Services Support</u> | FY 03 Expenditures: \$7,255,506 FY 03 Revenues: \$0 FY 03 Net Cost: \$7,255,506 FY 03 FTEs: 10.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Employee Services</u> | FY 03 Expenditures: \$188,127 FY 03 Revenues: \$0 FY 03 Net Cost: \$188,127 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 7 | <u>Vehicles and Equipment</u> | FY 03 Expenditures: \$6,780,839 FY 03 Revenues: \$0 FY 03 Net Cost: \$6,780,839 FY 03 FTEs: 6.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Facility Operations -Support</u> | FY 03 Expenditures: \$840,632 FY 03 Revenues: \$0 FY 03 Net Cost: \$840,632 FY 03 FTEs: 20.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 9 | <u>Management Services</u> | FY 03 Expenditures: \$331,942 FY 03 Revenues: \$0 FY 03 Net Cost: \$331,942 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 | <u>Food Services</u> | FY 03 Expenditures: \$422,032 FY 03 Revenues: \$0 FY 03 Net Cost: \$422,032 FY 03 FTEs: 3.98 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 | <u>Deputy Chief Administration</u> | FY 03 Expenditures: \$1,913,163 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,913,163 FY 03 FTEs: 14.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 12 | <u>Special Investigations Administration</u> | FY 03 Expenditures: \$676,945 FY 03 Revenues: \$0 FY 03 Net Cost: \$676,945 FY 03 FTEs: 3.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

DEPARTMENT TOTALS:

Total FY 03 Expenditures: \$142,162,069
Total FY 03 Revenues: \$76,352
Total Net Cost: \$142,085,717
Total FTEs: 1456.73

PUBLIC WORKS DEPARTMENT

Goal: 1 **Provide safe, reliable and convenient transportation systems that contribute to both the economic vitality and livability of the City**

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| Service: 1 | <u>Airfield maintenance</u> | FY 03 Expenditures: \$1,379,878 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,379,878 FY 03 FTEs: 12.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> EF 320 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>Airport safety and security</u> | FY 03 Expenditures: \$6,233,288 FY 03 Revenues: \$1,664,262 FY 03 Net Cost: \$4,569,026 FY 03 FTEs: 29.60 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> EF 320 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Perform street maintenance services</u> | FY 03 Expenditures: \$3,259,875 FY 03 Revenues: \$56,000 FY 03 Net Cost: \$3,203,875 FY 03 FTEs: 40.20 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Transportation Systems Design and Safety</u> | FY 03 Expenditures: \$406,806 FY 03 Revenues: \$17,772 FY 03 Net Cost: \$389,034 FY 03 FTEs: 4.70 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> CP 201 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Maintain and Operate Traffic Signals</u> | FY 03 Expenditures: \$2,607,217 FY 03 Revenues: \$272,413 FY 03 Net Cost: \$2,334,804 FY 03 FTEs: 22.35 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Install and Maintain Traffic Signs and Markings</u> | FY 03 Expenditures: \$835,183 FY 03 Revenues: \$16,172 FY 03 Net Cost: \$819,011 FY 03 FTEs: 11.10 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 7 | <u>Airport Strategic Support</u> | FY 03 Expenditures: \$1,149,162 FY 03 Revenues: \$7,205,572 FY 03 Net Cost: (\$6,056,410) FY 03 FTEs: 3.74 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> EF 320 | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Provide Traffic Management</u> | FY 03 Expenditures: \$647,509 FY 03 Revenues: \$8,754 FY 03 Net Cost: \$638,755 FY 03 FTEs: 8.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> CP 201 | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 | <u>Operate and Maintain Parking Meters</u> | FY 03 Expenditures: \$349,744 FY 03 Revenues: \$662,633 FY 03 Net Cost: (\$312,889) FY 03 FTEs: 4.35 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 | <u>Transportation Programs</u> | FY 03 Expenditures: \$313,210 FY 03 Revenues: \$25,000 FY 03 Net Cost: \$288,210 FY 03 FTEs: 4.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Gas Tax-Prop A (SR 182) | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 11 | <u>Perform welding services</u> | FY 03 Expenditures: \$115,044 FY 03 Revenues: \$10,000 FY 03 Net Cost: \$105,044 FY 03 FTEs: 1.15 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 12 | <u>Airport Development</u> | FY 03 Expenditures: \$1,550,708 FY 03 Revenues: \$6,993,644 FY 03 Net Cost: (\$5,442,936) FY 03 FTEs: 3.76 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> EF 320 | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 2 | <u>Preserve and enhance the value and environmental quality of vital City infrastructure through planning, design, construction and maintenance services</u> | | | | |

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| Service: 1 | <u>Coordinate approvals of subdivision maps, lot line adjustments, and certificates of compliance</u> | FY 03 Expenditures: \$932,937 FY 03 Revenues: \$848,812 FY 03 Net Cost: \$84,125 FY 03 FTEs: 9.70 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 | <u>NPDES permit compliance</u> | FY 03 Expenditures: \$700,546 FY 03 Revenues: \$117,376 FY 03 Net Cost: \$583,170 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>Program and design the projects in the CIP</u> | FY 03 Expenditures: \$1,730,532 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,730,532 FY 03 FTEs: 21.42 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | | CIP including grants, Airport, Prop C, Prop A, Surface Transportation Program, Gas Tax | | |
| Service: 4 | <u>Noise Compatibility Ordinance Compliance</u> | FY 03 Expenditures: \$781,995 FY 03 Revenues: \$0 FY 03 Net Cost: \$781,995 FY 03 FTEs: 7.40 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | | EF 320 | | |
| Service: 5 | <u>CIP construction inspection</u> | FY 03 Expenditures: \$1,027,326 FY 03 Revenues: \$0 FY 03 Net Cost: \$1,027,326 FY 03 FTEs: 13.70 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| | | | CIP including grants, Airport, Prop C, Surface Transportation Program, Gas Tax | | |
| Service: 6 | <u>Issue and inspect Public Works permits</u> | FY 03 Expenditures: \$387,117 FY 03 Revenues: \$353,284 FY 03 Net Cost: \$33,833 FY 03 FTEs: 4.20 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| <p>Service: 7 <u>Provide coordination for graffiti abatement</u></p> | <p>FY 03 Expenditures: \$150,203 FY 03 Revenues: \$0 FY 03 Net Cost: \$150,203 FY 03 FTEs: 2.66</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/></p> | <p>Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 8 <u>Plan check offsite improvements</u></p> | <p>FY 03 Expenditures: \$558,514 FY 03 Revenues: \$495,528 FY 03 Net Cost: \$62,986 FY 03 FTEs: 5.84</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/></p> | <p>Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 9 <u>Perform Landscaping and Tree Maintenance</u></p> | <p>FY 03 Expenditures: \$5,467,068 FY 03 Revenues: \$78,650 FY 03 Net Cost: \$5,388,418 FY 03 FTEs: 59.00</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Transportation Fund (SR182)</p> | <p>Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 10 <u>Coordinate Right-of-Way dedications and vacation requests</u></p> | <p>FY 03 Expenditures: \$476,789 FY 03 Revenues: \$447,541 FY 03 Net Cost: \$29,248 FY 03 FTEs: 5.00</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> CIP and RDA</p> | <p>Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Service: 11 <u>Survey Services</u></p> | <p>FY 03 Expenditures: \$534,913 FY 03 Revenues: \$0 FY 03 Net Cost: \$534,913 FY 03 FTEs: 7.87</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> CIP including grants, airport, Prop C, Surface Transportation Program, Gas Tax</p> | <p>Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/></p> |
| <p>Goal: 3 <i>Provide for the safe, sustainable and efficient operation of public facilities through planning, design, construction and maintenance services</i></p> | | | |
| <p>Service: 1 <u>Provide design and construction management services</u></p> | <p>FY 03 Expenditures: \$298,846 FY 03 Revenues: \$0 FY 03 Net Cost: \$298,846 FY 03 FTEs: 7.00</p> | <p>General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> CIP / Bonds / Federal Grant funds (FEMA & CDBG)</p> | <p>Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/></p> |

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| Service: 2 | <u>Building Engineering Service</u> | FY 03 Expenditures: \$8,277,254 FY 03 Revenues: \$70,000 <hr/> FY 03 Net Cost: \$8,207,254 FY 03 FTEs: 13.90 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Custodial Service</u> | FY 03 Expenditures: \$1,311,798 FY 03 Revenues: \$35,000 <hr/> FY 03 Net Cost: \$1,276,798 FY 03 FTEs: 15.65 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Provide carpentry services</u> | FY 03 Expenditures: \$1,436,634 FY 03 Revenues: \$165,000 <hr/> FY 03 Net Cost: \$1,271,634 FY 03 FTEs: 15.90 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 5 | <u>Perform locksmith functions Citywide</u> | FY 03 Expenditures: \$208,299 FY 03 Revenues: \$50,000 <hr/> FY 03 Net Cost: \$158,299 FY 03 FTEs: 3.15 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Provide Electrical Service</u> | FY 03 Expenditures: \$823,645 FY 03 Revenues: \$185,000 <hr/> FY 03 Net Cost: \$638,645 FY 03 FTEs: 8.30 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 7 | <u>Provide HVAC Service</u> | FY 03 Expenditures: \$498,224 FY 03 Revenues: \$90,500 <hr/> FY 03 Net Cost: \$407,724 FY 03 FTEs: 5.45 | General Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

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| Service: 8 <u>Performing Plumbing Services</u> | FY 03 Expenditures: \$641,659 FY 03 Revenues: \$160,000 <hr/> FY 03 Net Cost: \$481,659 FY 03 FTEs: 7.45 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 <u>Perform Painting Services</u> | FY 03 Expenditures: \$498,981 FY 03 Revenues: \$55,000 <hr/> FY 03 Net Cost: \$443,981 FY 03 FTEs: 7.45 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 10 <u>Mall Maintenance Services</u> | FY 03 Expenditures: \$909,263 FY 03 Revenues: \$2,000 <hr/> FY 03 Net Cost: \$907,263 FY 03 FTEs: 14.15 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> Transportation Fund (SR182) | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 4 <i>Provide timely and courteous customer service to all our clients</i> | | | |
| Service: 1 <u>Provide internal administrative support services</u> | FY 03 Expenditures: \$2,165,260 FY 03 Revenues: \$18,310 <hr/> FY 03 Net Cost: \$2,146,950 FY 03 FTEs: 24.90 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 <u>Respond to citizen inquiries</u> | FY 03 Expenditures: \$856,437 FY 03 Revenues: \$404,544 <hr/> FY 03 Net Cost: \$451,893 FY 03 FTEs: 6.70 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 <u>Airport Customer & (terminal) Tenant Services</u> | FY 03 Expenditures: \$1,604,429 FY 03 Revenues: \$6,993,644 <hr/> FY 03 Net Cost: (\$5,389,215) FY 03 FTEs: 13.63 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input checked="" type="checkbox"/> EF 320 | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |

Service: 4 Airport Public Affairs

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| FY 03 Expenditures: | \$851,510 |
| FY 03 Revenues: | \$0 |
| FY 03 Net Cost: | \$851,510 |
| FY 03 FTEs: | 4.00 |

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| General Fund <input type="checkbox"/> | Insurance Fund <input checked="" type="checkbox"/> |
| Tidelands <input type="checkbox"/> | Employee Benefits Fund <input checked="" type="checkbox"/> |
| Civic Center Fund <input checked="" type="checkbox"/> | General Services Fund <input checked="" type="checkbox"/> |
| Fleet Fund <input checked="" type="checkbox"/> | Other <input checked="" type="checkbox"/> |
| EF 320 | |

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| Opportunity for Privatization | <input checked="" type="checkbox"/> |
| Added or enhanced in the past 3 yrs | <input checked="" type="checkbox"/> |

DEPARTMENT TOTALS:

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| Total FY 03 Expenditures: | \$51,977,803 |
| Total FY 03 Revenues: | \$27,502,411 |
| Total Net Cost: | \$24,475,392 |
| Total FTEs: | 431.67 |

TECHNOLOGY SERVICES DEPARTMENT

Goal: 1 **Increase access to City information and services through technology**

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|------------|---|--|--|--|
| Service: 1 | <u>Voice Communications Support</u> | FY 03 Expenditures: \$3,804,875 FY 03 Revenues: \$3,804,875 FY 03 Net Cost: \$0 FY 03 FTEs: 4.68 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> All Funds | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Wireless Communications Infrastructure</u> | FY 03 Expenditures: \$2,391,925 FY 03 Revenues: \$2,391,925 FY 03 Net Cost: \$0 FY 03 FTEs: 16.50 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> All Funds | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 3 | <u>Wireless Communications End User Devices and Support</u> | FY 03 Expenditures: \$1,906,410 FY 03 Revenues: \$1,906,410 FY 03 Net Cost: \$0 FY 03 FTEs: 6.30 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> All Funds | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 4 | <u>Data Communications Support</u> | FY 03 Expenditures: \$948,329 FY 03 Revenues: \$948,329 FY 03 Net Cost: \$0 FY 03 FTEs: 3.50 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> All Funds | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 5 | <u>Computer Operations Center</u> | FY 03 Expenditures: \$4,038,554 FY 03 Revenues: \$4,038,554 FY 03 Net Cost: \$0 FY 03 FTEs: 21.50 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> All Funds | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 6 | <u>Applications Support</u> | FY 03 Expenditures: \$4,348,543 FY 03 Revenues: \$4,348,543 FY 03 Net Cost: \$0 FY 03 FTEs: 32.90 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> All Funds | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 7 | <u>Network Management</u> | FY 03 Expenditures: \$200,063 FY 03 Revenues: \$200,063 FY 03 Net Cost: \$0 FY 03 FTEs: 2.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Data Security</u> | FY 03 Expenditures: \$68,896 FY 03 Revenues: \$68,896 FY 03 Net Cost: \$0 FY 03 FTEs: 0.50 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 | <u>Email</u> | FY 03 Expenditures: \$564,093 FY 03 Revenues: \$564,093 FY 03 Net Cost: \$0 FY 03 FTEs: 3.25 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 10 | <u>Intranet/Internet</u> | FY 03 Expenditures: \$224,261 FY 03 Revenues: \$224,261 FY 03 Net Cost: \$0 FY 03 FTEs: 1.00 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 11 | <u>Video Production and Cable Channel Management</u> | FY 03 Expenditures: \$825,893 FY 03 Revenues: \$825,893 FY 03 Net Cost: \$0 FY 03 FTEs: 5.95 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> All Funds | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 12 | <u>Reprographics</u> | FY 03 Expenditures: \$1,176,983 FY 03 Revenues: \$1,500,000 FY 03 Net Cost: (\$323,017) FY 03 FTEs: 4.75 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

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| Service: 13 | <u>Applications Development</u> | FY 03 Expenditures: \$648,429 FY 03 Revenues: \$648,429 FY 03 Net Cost: \$0 FY 03 FTEs: 5.10 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Expenditures: \$188,616 FY 03 Revenues: \$188,616 FY 03 Net Cost: \$0 FY 03 FTEs: 2.25 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 2 <u>Facilitate customers' effective use of technology</u> | | | | | |
| Service: 1 | <u>Server Support</u> | FY 03 Expenditures: \$250,153 FY 03 Revenues: \$250,153 FY 03 Net Cost: \$0 FY 03 FTEs: 1.66 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Expenditures: \$145,746 FY 03 Revenues: \$145,746 FY 03 Net Cost: \$0 FY 03 FTEs: 1.05 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> All Funds | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 3 | <u>PC Equipment Support</u> | FY 03 Expenditures: \$3,394,564 FY 03 Revenues: \$3,394,564 FY 03 Net Cost: \$0 FY 03 FTEs: 19.16 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| | | FY 03 Expenditures: \$2,973,474 FY 03 Revenues: \$2,973,474 FY 03 Net Cost: \$0 FY 03 FTEs: 1.50 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 2 | <u>Cable Franchise Regulation</u> | | | | |
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| Service: 4 | <u>PC Equipment Acquisition & Replacement</u> | | | | |
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| Service: 5 | <u>Audio/Visual Support Services</u> | FY 03 Expenditures: \$162,937 FY 03 Revenues: \$162,937 FY 03 Net Cost: \$0 FY 03 FTEs: 0.70 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 6 | <u>Help Desk</u> | FY 03 Expenditures: \$612,778 FY 03 Revenues: \$612,778 FY 03 Net Cost: \$0 FY 03 FTEs: 6.25 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 7 | <u>Technology Planning</u> | FY 03 Expenditures: \$34,861 FY 03 Revenues: \$34,861 FY 03 Net Cost: \$0 FY 03 FTEs: 0.40 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 8 | <u>Technology Project Management</u> | FY 03 Expenditures: \$203,628 FY 03 Revenues: \$203,628 FY 03 Net Cost: \$0 FY 03 FTEs: 2.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 9 | <u>ITAC E-Government Funding</u> | FY 03 Expenditures: \$375,000 FY 03 Revenues: \$375,000 FY 03 Net Cost: \$0 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> | Insurance Fund <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Service: 10 | <u>Cell Phone & Pager Administration</u> | FY 03 Expenditures: \$1,333,113 FY 03 Revenues: \$1,333,113 FY 03 Net Cost: \$0 FY 03 FTEs: 1.25 | General Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> All Funds | Insurance Fund <input checked="" type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

| | | | |
|--|---|---|--|
| Service: 11 <u>Client Services Management</u> | FY 03 Expenditures: \$117,789 FY 03 Revenues: \$117,789 <hr/> FY 03 Net Cost: \$0 FY 03 FTEs: 1.00 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 12 <u>Automated Vehicle Locator</u> | FY 03 Expenditures: \$857,636 FY 03 Revenues: \$857,636 <hr/> FY 03 Net Cost: \$0 FY 03 FTEs: 0.00 | General Fund <input type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input checked="" type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> Gas Fund | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 3 <i>Reduce vehicle emissions in accordance with AQMD regulations</i> | | | |
| Service: 1 <u>Vanpool & Rideshare Management</u> | FY 03 Expenditures: \$329,259 FY 03 Revenues: \$100,000 <hr/> FY 03 Net Cost: \$229,259 FY 03 FTEs: 0.87 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Goal: 4 <i>Ensure City-owned parking facilities are operated and maintained in a clean, safe, convenient and efficient manner</i> | | | |
| Service: 1 <u>Parking Facilities Management</u> | FY 03 Expenditures: \$3,125,027 FY 03 Revenues: \$3,901,765 <hr/> FY 03 Net Cost: (\$776,738) FY 03 FTEs: 2.35 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 5 <i>Dispose of City surplus assets in an efficient manner recovering maximum value</i> | | | |
| Service: 1 <u>Property Sales</u> | FY 03 Expenditures: \$107,058 FY 03 Revenues: \$95,000 <hr/> FY 03 Net Cost: \$12,058 FY 03 FTEs: 0.60 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |

| | | | |
|--|---|---|--|
| Service: 2 <u>City Store Management</u> | FY 03 Expenditures: \$374,340 FY 03 Revenues: \$375,000 <hr/> FY 03 Net Cost: (\$660) FY 03 FTEs: 0.40 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input checked="" type="checkbox"/> |
| Goal: 6 <i>Other</i> | | | |
| Service: 1 <u>Mail Messenger Services</u> | FY 03 Expenditures: \$1,817,577 FY 03 Revenues: \$1,851,281 <hr/> FY 03 Net Cost: (\$33,704) FY 03 FTEs: 5.25 | General Fund <input checked="" type="checkbox"/> Insurance Fund <input checked="" type="checkbox"/> Tidelands <input checked="" type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input checked="" type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input checked="" type="checkbox"/> Other <input checked="" type="checkbox"/> All Funds | Opportunity for Privatization <input checked="" type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| Service: 2 <u>Customer Billing & MOU Preparation</u> | FY 03 Expenditures: \$93,665 FY 03 Revenues: \$93,665 <hr/> FY 03 Net Cost: \$0 FY 03 FTEs: 1.50 | General Fund <input type="checkbox"/> Insurance Fund <input type="checkbox"/> Tidelands <input type="checkbox"/> Employee Benefits Fund <input type="checkbox"/> Civic Center Fund <input type="checkbox"/> General Services Fund <input checked="" type="checkbox"/> Fleet Fund <input type="checkbox"/> Other <input type="checkbox"/> | Opportunity for Privatization <input type="checkbox"/> Added or enhanced in the past 3 yrs <input type="checkbox"/> |
| DEPARTMENT TOTALS: Total FY 03 Expenditures: \$37,644,475 Total FY 03 Revenues: \$38,537,277 <hr/> Total Net Cost: (\$892,802) Total FTEs: 156.12 | | | |

Attachment 3

Voice Your Choice: Community Survey on City Services and Results



VOICE YOUR CHOICE

Community Survey on City Services

We need your help!

The City of Long Beach General Fund budget may be out of balance next year by as much as an estimated \$50 million. General Fund revenues, such as property taxes, utility users tax, sales tax, and user fees are falling short of the costs of providing General Fund services and programs. Examples of services and programs funded through the General Fund include:

- Police Services
- Fire and Emergency Medical Services
- Library Services
- Many of the Parks and Recreation Services
- Maintenance of Streets, Sidewalks, Curbs, Gutters and Trees
- Legislative, Legal and Other General Government Services

Other City services not funded by the General Fund are supported by grants or other funds that are restricted by law for a specific purpose, or are self-sustaining through fees. Some of these include neighborhood, housing, and health programs; Redevelopment Agency projects; and golf course, airport, harbor, and water operations.

To balance the budget, the City must reduce spending and develop ways to increase revenue, just as you would if your household's income was less than your expenses. This is where your help is needed.

How can you help?

Community input on prioritizing City services will help City officials as we consider the kinds of changes that will be required to balance the City's budget. Balancing the City budget will mean changes in services. You can help us by completing the attached survey so we can better understand your priorities and obtain broad community input as we develop options to balance the budget. Through this public participation process, we will gather productive ideas from neighborhoods and commercial districts throughout Long Beach. Please ask your friends and neighbors to provide their input, too. Only one survey per individual should be submitted.

How Did We Get Here?

A number of factors have contributed to the current situation, including:

- Cost of living increases drove up the cost of City operations
- The economic downturn reduced revenues such as Sales Tax and Bed Tax

- A voter-approved Utility Users Tax reduction resulted in decreased revenue
- Homeland security associated with post-September 11 events resulted in unanticipated costs
- The State budget deficit has affected funds received by local governments
- Increased services and programs

What is the City Currently Doing?

- A hiring freeze is in effect, and only essential positions that impact service are being filled
- Purchases are being limited to items critical to service delivery
- Travel is being severely restricted
- City staffing levels, salaries and benefits (including management) will be reviewed by an outside, independent expert
- The future impacts of pension costs and retirement benefits will also be reviewed by an outside expert
- Cost-saving measures are being identified for more efficient service delivery options while trying to minimize service impacts
- City assets are being analyzed for potential sale
- Privatization opportunities for City services are being analyzed
- Services that other agencies may pay us to provide are being reviewed
- Grant Funds that could support services historically funded by the General Fund are being identified
- Fees for service and other revenue options are being explored

How About Across-the-Board Reductions?

The theory that "everything gets cut a little" and "nothing gets cut a lot" rarely works in practice. An across-the-board cutback means that cuts in high-priority services, such as police and fire protection, could result. A more thoughtful, careful approach is needed.

How Will the Survey Be Used?

The survey will help the Mayor's Budget Advisory Committee and the City Council make critical decisions that will result in a balanced City budget. We will also share the results with the community and request your additional input prior to any final budget decisions. Your input will make a difference!



Voice Your Choice: Community Survey on City Services

We encourage you to go to the City Website at www.longbeach.gov to fill this survey out online, if possible. The online survey allows you to provide even more input, is easy to fill out, and will allow us to collect your input much faster. If you do choose to fill out this written survey, please return it in any of the following ways:

- Return to any City facility (for example: police or fire station, parks, library, or City Hall)
- Mail to **Voice Your Choice Community Survey: 333 W. Ocean Blvd., 13th Floor, Long Beach, CA 90802**
- Return this survey with your City of Long Beach utility bill

Instructions: Please read each service and check the box that best reflects your priorities. We would like to know if you feel the service is essential, important, nice to have, or not important. If you are not familiar with the service or do not wish to answer, please check "no opinion." Please check only one box for each service. Please submit only one survey per person.

| | Essential | Important | Nice to Have | Not Important | No Opinion |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Arts and Cultural Programs | | | | | |
| Community arts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Historic ranchos and museums | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Municipal Band | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Theater arts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Business Services | | | | | |
| Business attraction and retention | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Business Watch (crime prevention) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community planning and zoning assistance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Code Enforcement | | | | | |
| Animal control | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health code enforcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Historic preservation of homes/buildings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Noise code enforcement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Property/building inspections | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Communication, Promotions and Special Events | | | | | |
| City cable television programs/Channel 21 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| City Website | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| City support of parades/special events | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community information publications and advertising | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tourism/convention promotion | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Facility Construction and Repair | | | | | |
| Library construction and repair | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other City facilities construction and repair (for example: Senior Center, health buildings, City Hall) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Park maintenance and development | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Public safety buildings | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-Emergency Public Safety | | | | | |
| Community Emergency Response Training (CERT) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community safety education programs (Neighborhood Watch) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| DARE Program (Student drug awareness) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Fire safety education (at schools) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gang prevention | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Neighborhood police centers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Park Rangers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Police Athletic League (PAL) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Public Safety Fairs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| School crossing guards | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(over, please)

| Library Services | Essential | Important | Nice to Have | Not Important | No Opinion |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Book/media lending | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Books-by-mail program for the homebound | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Homework Help program | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Library teen programs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Public computer access (including Internet) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reading programs for youth | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recreation | | | | | |
| Adult sports | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Child care and summer camps | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Free youth sports | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Mobile recreation trailers and portable skateparks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Nature center programs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior programs and services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Supervised playgrounds (schools and parks) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Swimming pools | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Teen centers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Streets and Sidewalks | | | | | |
| Free graffiti removal | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Pothole/street repair | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sidewalks, curb and gutter repair | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Street landscaping | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Weekly street sweeping | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please check the zip code you live in or have a business at: please check only one (optional)

- ☐ 90802 ☐ 90805 ☐ 90808 ☐ 90814
☐ 90803 ☐ 90806 ☐ 90810 ☐ 90815
☐ 90804 ☐ 90807 ☐ 90813 ☐ Other: _____

Please check all that apply (optional):

- ☐ I am a resident of Long Beach ☐ I am an employee of the City of Long Beach
☐ I have a business in Long Beach ☐ Other: _____

I would support the following options in order to preserve services (please check all that apply)

- ☐ Increase in the Hotel Bed Tax (Transient Occupancy Tax)
☐ Increase in fees for select City programs (sports programs, animal control fees, ambulance fees)
☐ Increase in fines for parking/traffic tickets
☐ Support an admissions tax on arts and entertainment to fund arts programming
☐ Support a bond measure for parks, recreation and library facilities
☐ Support a bond measure for public safety facilities
☐ Support a bond measure for streets, sidewalks, and alley improvement
☐ I suggest the following ways to raise revenue: _____
☐ I would not support any revenue increases

My idea for fixing the City's budget problem is:

For more information, or to receive this in an alternative format, please call (562) 570-5570.

Esta encuesta es disponible en Español llamando al (562) 570-6620.

ការដកស្រង់ឯកសារនេះ មានជូនជាភាសាខ្មែរ ដោយទូរស័ព្ទទៅលេខ (562) 570-7720.



| Arts and Cultural Programs | Essential | | Important | | Nice to Have | | Not Important | | Total Opinions | No Opinion Count | No Response Count |
|---|-----------|-------|-----------|-------|--------------|-------|---------------|-------|-------------------|---------------------|----------------------|
| | % | Count | % | Count | % | Count | % | Count | | | |
| Community Arts | 17.8% | 1715 | 26.1% | 2521 | 40.2% | 3880 | 15.9% | 1532 | 9648 | 471 | 486 |
| Historic Ranchos and museums | 18.1% | 1761 | 32.6% | 3173 | 38.6% | 3755 | 10.7% | 1036 | 9725 | 377 | 503 |
| Municipal Band | 10.7% | 1019 | 19.5% | 1849 | 45.3% | 4298 | 24.5% | 2321 | 9487 | 548 | 570 |
| Theater arts | 15.4% | 1479 | 26.8% | 2574 | 41.8% | 4020 | 16.0% | 1541 | 9614 | 414 | 577 |
| Business Services | Essential | | Important | | Nice to Have | | Not Important | | Total Opinions | No Opinion Count | No Response Count |
| | % | Count | % | Count | % | Count | % | Count | | | |
| Business Attraction and retention | 38.7% | 3652 | 37.2% | 3581 | 16.7% | 1607 | 6.2% | 599 | 9439 | 520 | 646 |
| Business Watch (crime prevention) | 44.0% | 4336 | 38.2% | 3768 | 13.8% | 1357 | 4.1% | 400 | 9861 | 269 | 475 |
| Community planning and zoning assistance | 28.9% | 2707 | 44.1% | 4136 | 20.9% | 1962 | 6.0% | 566 | 9371 | 582 | 652 |
| Code Enforcement | Essential | | Important | | Nice to Have | | Not Important | | Total Opinions | No Opinion Count | No Response Count |
| | % | Count | % | Count | % | Count | % | Count | | | |
| Animal Control | 35.7% | 3562 | 44.5% | 4440 | 16.5% | 1647 | 3.2% | 319 | 9968 | 178 | 459 |
| Health Code enforcement | 52.9% | 5260 | 35.6% | 3542 | 9.7% | 964 | 1.7% | 173 | 9939 | 187 | 479 |
| Historic preservation of homes/buildings | 18.4% | 1798 | 31.3% | 3050 | 36.1% | 3523 | 14.1% | 1377 | 9748 | 289 | 568 |
| Noise code enforcement | 30.7% | 3028 | 39.6% | 3904 | 22.3% | 2197 | 7.5% | 741 | 9870 | 223 | 512 |
| Property/building inspections | 36.6% | 3573 | 43.9% | 4294 | 15.3% | 1489 | 4.2% | 406 | 9772 | 244 | 589 |
| Communication, Promotions and Special Events | Essential | | Important | | Nice to Have | | Not Important | | Total Opinions | No Opinion Count | No Response Count |
| | % | Count | % | Count | % | Count | % | Count | | | |
| City cable television programs/Channel 21 | 6.7% | 637 | 13.7% | 1299 | 40.7% | 3854 | 38.9% | 3586 | 9476 | 612 | 517 |
| City Website | 13.7% | 1299 | 26.0% | 2461 | 41.9% | 3963 | 18.3% | 1725 | 9448 | 573 | 584 |
| City support of parades/ special events | 10.0% | 973 | 22.7% | 2211 | 41.8% | 4063 | 25.5% | 2474 | 9721 | 344 | 540 |
| Community information publications and advertising | 11.1% | 1066 | 27.0% | 2598 | 43.0% | 4139 | 18.9% | 1821 | 9625 | 385 | 595 |
| Tourism/convention promotion | 25.8% | 2495 | 37.6% | 3635 | 26.4% | 2551 | 10.1% | 976 | 9657 | 372 | 576 |
| Facility Construction and Repair | Essential | | Important | | Nice to Have | | Not Important | | Total Opinions | No Opinion Count | No Response Count |
| | % | Count | % | Count | % | Count | % | Count | | | |
| Library construction and repair | 31.2% | 3106 | 43.8% | 4355 | 20.7% | 2056 | 4.3% | 429 | 9946 | 188 | 471 |
| Other City facilities construction and repair (Senior Center, health building, City Hall) | 25.4% | 2519 | 46.0% | 4556 | 23.3% | 2305 | 5.3% | 528 | 9908 | 212 | 485 |
| Park maintenance and development | 31.9% | 3176 | 46.3% | 4619 | 19.2% | 1918 | 2.5% | 253 | 9966 | 163 | 476 |
| Public safety buildings | 30.2% | 2913 | 44.7% | 4310 | 19.8% | 1904 | 5.3% | 509 | 9636 | 351 | 618 |



| Non-Emergency Public Safety | Essential | | Important | | Nice to Have | | Not Important | | Total | No Opinion | No Response |
|--|-----------|-------|-----------|-------|--------------|-------|---------------|-------|----------|------------|-------------|
| | % | Count | % | Count | % | Count | % | Count | Opinions | Count | Count |
| Community Emergency Response Training (CERT) | 30.8% | 2979 | 37.5% | 3620 | 25.2% | 2439 | 6.5% | 625 | 9663 | 403 | 539 |
| Community safety education programs (Neighborhood Watch) | 25.8% | 2558 | 39.4% | 3903 | 28.9% | 2858 | 5.9% | 581 | 9900 | 200 | 505 |
| DARE Program (Student drug awarness) | 28.4% | 2817 | 32.7% | 3235 | 25.8% | 2552 | 13.1% | 1300 | 9904 | 246 | 455 |
| Fire safety education (at schools) | 28.7% | 2850 | 36.1% | 3576 | 27.6% | 2736 | 7.6% | 752 | 9914 | 178 | 513 |
| Gang Prevention | 56.1% | 5642 | 30.7% | 3085 | 10.1% | 1016 | 3.2% | 322 | 10065 | 131 | 409 |
| Neighborhood Police centers | 43.7% | 4367 | 35.0% | 3493 | 16.6% | 1657 | 4.7% | 467 | 9984 | 159 | 462 |
| Park Rangers | 24.6% | 2408 | 39.1% | 3829 | 28.3% | 2768 | 8.0% | 785 | 9790 | 289 | 526 |
| Police Athletic League (PAL) | 13.7% | 1282 | 23.0% | 2147 | 38.3% | 3573 | 25.0% | 2335 | 9337 | 699 | 569 |
| Public Safety Fairs | 12.0% | 1144 | 21.2% | 2029 | 41.8% | 3999 | 25.0% | 2386 | 9558 | 457 | 590 |
| School Crossing guards | 45.6% | 4574 | 35.1% | 3520 | 15.9% | 1590 | 3.4% | 344 | 10028 | 134 | 443 |
| Library Services | Essential | | Important | | Nice to Have | | Not Important | | Total | No Opinion | No Response |
| | % | Count | % | Count | % | Count | % | Count | Opinions | Count | Count |
| Book/media lending | 35.0% | 3416 | 33.4% | 3256 | 25.5% | 2489 | 6.0% | 589 | 9750 | 288 | 567 |
| Books-by-mail program for the homebound | 20.8% | 2007 | 33.1% | 3194 | 37.1% | 3583 | 8.9% | 862 | 9646 | 368 | 591 |
| Homework Help program | 23.7% | 2296 | 32.0% | 3095 | 34.3% | 3327 | 10.0% | 968 | 9686 | 329 | 590 |
| Library teen programs | 22.5% | 2154 | 32.5% | 3116 | 35.1% | 3364 | 9.9% | 951 | 9587 | 392 | 626 |
| Public computer access (including Internet) | 24.1% | 2341 | 28.8% | 2802 | 33.1% | 3217 | 13.9% | 1353 | 9713 | 290 | 602 |
| Reading programs for youth | 33.2% | 3265 | 35.6% | 3493 | 25.9% | 2540 | 5.3% | 523 | 9821 | 231 | 553 |



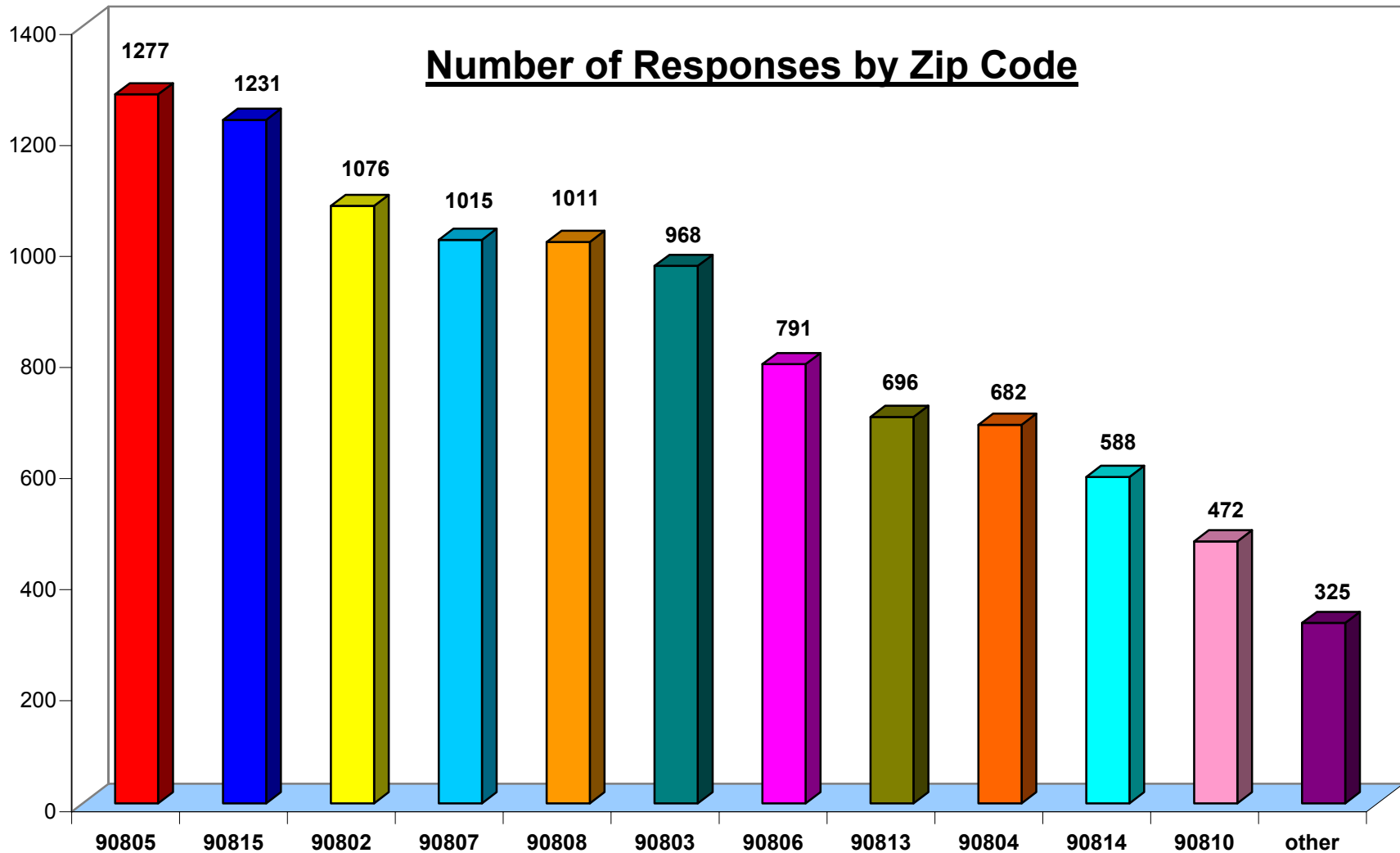
| Recreation | Essential | | Important | | Nice to Have | | Not Important | | Total Opinions | No Opinion Count | No Response Count |
|---|------------------|--------------|------------------|--------------|---------------------|--------------|----------------------|--------------|---------------------------|-----------------------------|------------------------------|
| | % | Count | % | Count | % | Count | % | Count | | | |
| Adult Sports | 9.8% | 948 | 21.3% | 2075 | 46.8% | 4554 | 22.1% | 2146 | 9723 | 314 | 568 |
| Child care and summer camps | 25.4% | 2498 | 35.0% | 3439 | 30.8% | 3023 | 8.8% | 867 | 9827 | 232 | 546 |
| Free youth sports | 24.4% | 2382 | 32.7% | 3187 | 32.2% | 3136 | 10.7% | 1043 | 9748 | 257 | 600 |
| Mobile recreation trailers and portable skateparks | 10.5% | 997 | 17.1% | 1620 | 41.5% | 3930 | 30.9% | 2929 | 9476 | 490 | 639 |
| Nature center programs | 15.5% | 1498 | 29.1% | 2821 | 43.9% | 4248 | 11.5% | 1113 | 9680 | 303 | 622 |
| Senior programs and services | 27.1% | 2697 | 38.6% | 3832 | 28.7% | 2854 | 5.5% | 551 | 9934 | 204 | 467 |
| Supervised playgrounds (schools and parks) | 32.6% | 3215 | 36.5% | 3601 | 24.5% | 2416 | 6.4% | 634 | 9866 | 185 | 554 |
| Swimming pools | 18.3% | 1791 | 30.8% | 3020 | 40.8% | 3990 | 10.1% | 989 | 9790 | 229 | 586 |
| Teen centers | 23.9% | 2322 | 35.9% | 3495 | 32.7% | 3184 | 7.5% | 733 | 9734 | 263 | 608 |
| Streets and Sidewalks | Essential | | Important | | Nice to Have | | Not Important | | Total Opinions | No Opinion Count | No Response Count |
| | % | Count | % | Count | % | Count | % | Count | | | |
| Free graffiti removal | 43.8% | 4349 | 34.2% | 3396 | 18.7% | 1853 | 3.3% | 331 | 9929 | 151 | 525 |
| Pothole/street repair | 61.9% | 6215 | 31.9% | 3201 | 5.7% | 575 | 0.5% | 54 | 10045 | 96 | 464 |
| Sidewalks, curb and gutter repair | 55.8% | 5591 | 34.4% | 3452 | 8.7% | 869 | 1.1% | 109 | 10021 | 104 | 480 |
| Street Landscaping | 31.4% | 3097 | 34.6% | 3413 | 28.3% | 2792 | 5.8% | 568 | 9870 | 166 | 569 |
| Weekly street sweeping | 42.1% | 4198 | 30.7% | 3055 | 19.7% | 1961 | 7.5% | 749 | 9963 | 125 | 517 |

**Results - Options to Preserve Services:**

| | % Yes | Total Yes |
|--|--------------|------------------|
| Increase in the Hotel Bed Tax (Transient Occupancy Tax) | 39.8% | 4225 |
| Increase in fees for select City programs (sports programs, animal control fees, ambulance fees) | 35.5% | 3766 |
| Increase in fines for parking/traffic tickets | 36.9% | 3908 |
| Support an admissions tax on arts and entertainment to fund arts programming | 36.6% | 3879 |
| Support a bond measure for parks, recreation and library facilities | 35.1% | 3727 |
| Support a bond measure for public safety facilities | 30.2% | 3202 |
| Support a bond measure for streets, sidewalks, and alley improvement | 36.7% | 3896 |
| I would not support any revenue increase | 15.6% | 1668 |

VOICE YOUR CHOICE

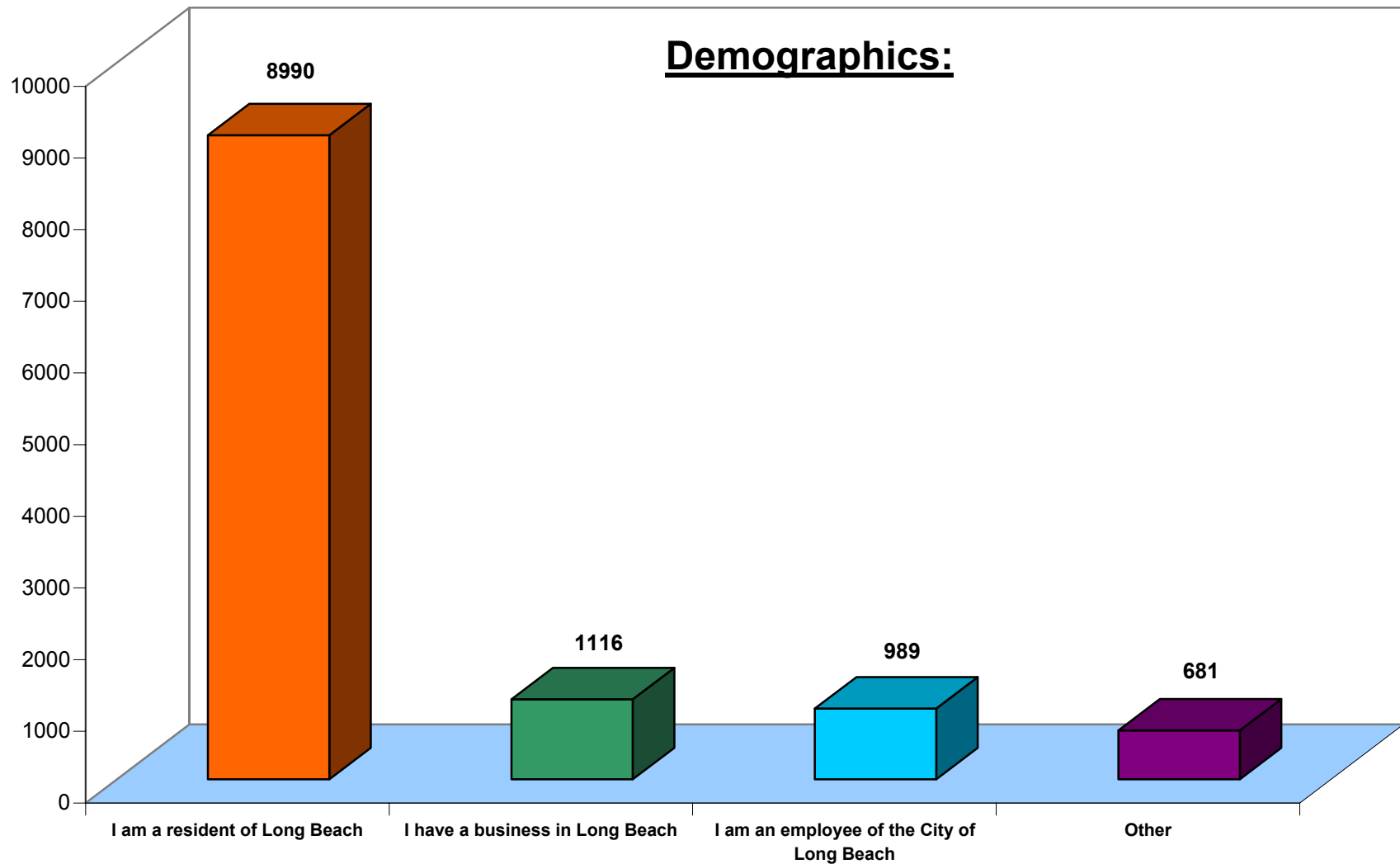
Community Survey on City Services



1/9/2003
Final Results: 10,605 Responses

VOICE YOUR CHOICE

Community Survey on City Services

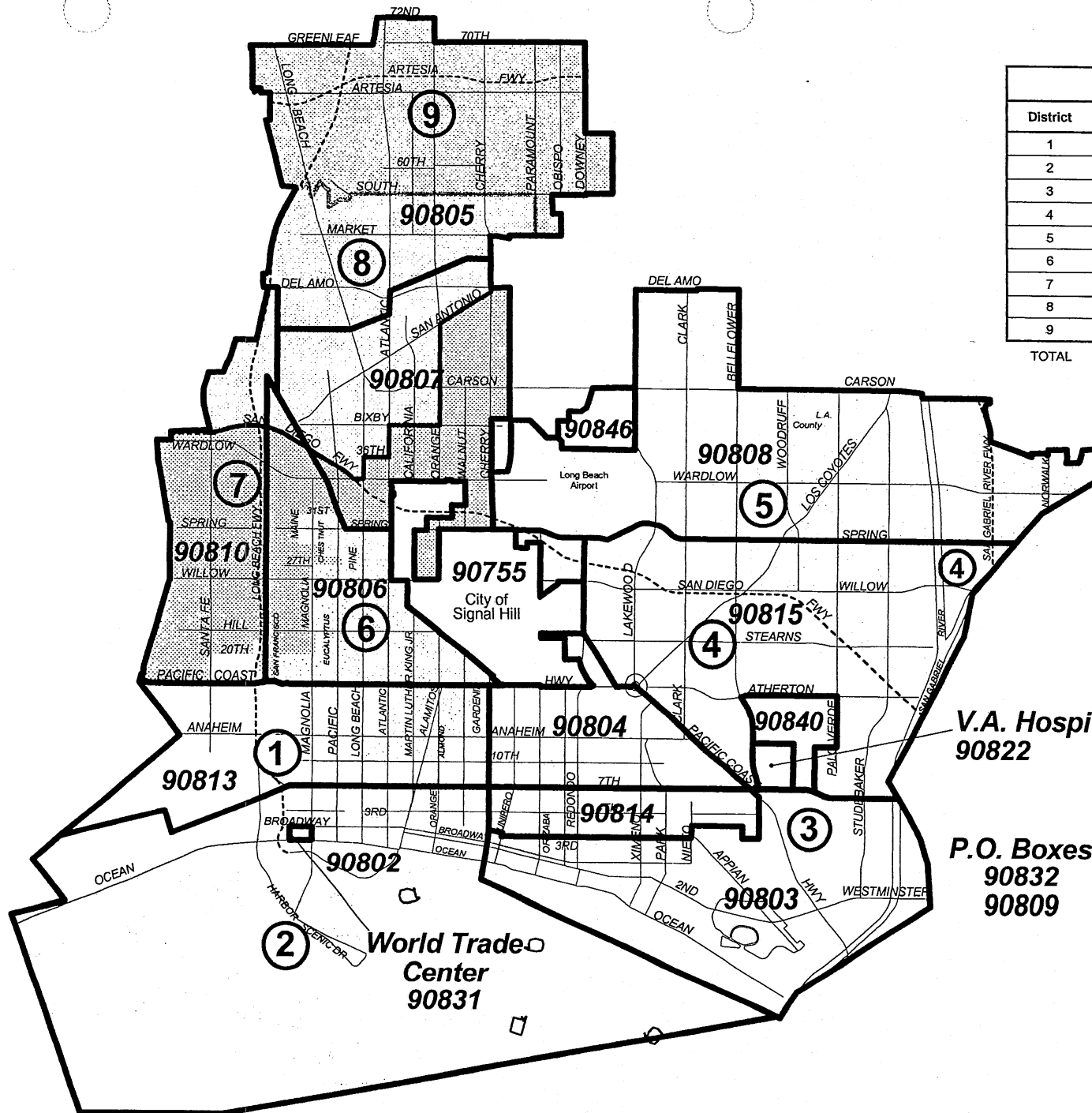


1/9/2003
Final Results: 10,605 Responses

Note: May total more than 10,605.
People surveyed were allowed to choose more than one option to describe themselves.

| MAYOR BEVERLY O'NEILL | | |
|-----------------------|------------|------------------------|
| District | Population | Council Representative |
| 1 | 49979 | BONNIE LOWENTHAL |
| 2 | 53536 | DAN BAKER |
| 3 | 51089 | FRANK COLONNA |
| 4 | 52198 | DENNIS CARROLL |
| 5 | 49129 | JACKIE KELL |
| 6 | 49492 | LAURA RICHARDSON |
| 7 | 49681 | TONIA REYES URANGA |
| 8 | 52684 | ROBERT WEBB |
| 9 | 53734 | VAL LERCH |

TOTAL 461,522



Legend

Zipcode Boundaries

District 1

District 2

District 3

District 4

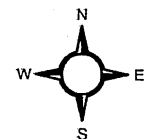
District 5

District 6

District 7

District 8

District 9



V.A. Hospital
90822

P.O. Boxes
90832
90809

World Trade
Center
90831

"VOICE YOUR CHOICE" Final Survey Results

| Category | "Essential" or "Important" | "Nice to Have" or "Not Important" |
|---|---------------------------------------|--|
| Arts and Cultural Programs | | |
| Community Arts | 43.9% | 56.1% |
| Historic Ranchos and museums | 50.7% | 49.3% |
| Municipal Band | 30.2% | 69.8% |
| Theater arts | 42.2% | 57.8% |
| Business Services | | |
| Business Attraction and retention | 76.6% | 23.4% |
| Business Watch (crime prevention) | 82.2% | 17.8% |
| Community planning and zoning assistance | 73.0% | 27.0% |
| Code Enforcement | | |
| Animal Control | 80.3% | 19.7% |
| Health Code enforcement | 88.6% | 11.4% |
| Historic preservation of homes/buildings | 49.7% | 50.3% |
| Noise code enforcement | 70.2% | 29.8% |
| Property/building inspections | 80.5% | 19.5% |
| Communication, Promotions and Special Events | | |
| City cable television programs/Channel 21 | 20.4% | 79.6% |
| City Website | 39.8% | 60.2% |
| City support of parades/ special events | 32.8% | 67.2% |
| Community information publications and advertising | 38.1% | 61.9% |
| Tourism/convention promotion | 63.5% | 36.5% |
| Facility Construction and Repair | | |
| Library construction and repair | 75.0% | 25.0% |
| Other City facilities construction and repair (Senior Center, health building, City Hall) | 71.4% | 28.6% |
| Park maintenance and development | 78.2% | 21.8% |
| Public safety buildings | 75.0% | 25.0% |

| Category | "Essential" or "Important" | "Nice to Have" or "Not Important" |
|-----------------|---------------------------------------|--|
|-----------------|---------------------------------------|--|

Library Services

| | | |
|---|-------|-------|
| Book/media lending | 68.4% | 31.6% |
| Books-by-mail program for the homebound | 53.9% | 46.1% |
| Homework Help program | 55.7% | 44.3% |
| Library teen programs | 55.0% | 45.0% |
| Public computer access (including Internet) | 52.9% | 47.1% |
| Reading programs for youth | 68.8% | 31.2% |

Non-Emergency Public Safety

| | | |
|--|-------|-------|
| Community Emergency Response Training (CERT) | 68.3% | 31.7% |
| Community safety education programs (Neighborhood Watch) | 65.3% | 34.7% |
| DARE Program (Student drug awareness) | 61.1% | 38.9% |
| Fire safety education (at schools) | 61.1% | 38.9% |
| Gang Prevention | 86.7% | 13.3% |
| Neighborhood Police centers | 78.7% | 21.3% |
| Park Rangers | 63.7% | 36.3% |
| Police Athletic League (PAL) | 36.7% | 63.3% |
| Public Safety Fairs | 33.2% | 66.8% |
| School Crossing guards | 80.7% | 19.3% |

Recreation

| | | |
|--|-------|-------|
| Adult Sports | 31.1% | 68.9% |
| Child care and summer camps | 60.4% | 39.6% |
| Free youth sports | 57.1% | 42.9% |
| Mobile recreation trailers and portable skateparks | 27.6% | 72.4% |
| Nature center programs | 44.6% | 55.4% |
| Senior programs and services | 65.7% | 34.3% |
| Supervised playgrounds (schools and parks) | 69.1% | 30.9% |
| Swimming pools | 49.1% | 50.9% |
| Teen centers | 59.8% | 40.2% |

Streets and Sidewalks

| | | |
|-----------------------------------|-------|-------|
| Free graffiti removal | 78.0% | 22.0% |
| Pothole/street repair | 93.7% | 6.3% |
| Sidewalks, curb and gutter repair | 90.2% | 9.8% |
| Street Landscaping | 66.0% | 34.0% |
| Weekly street sweeping | 72.8% | 27.2% |

| Revenues | Percent "Yes" |
|--|--------------------------|
| Increase in the Hotel Bed Tax (Transient Occupancy Tax) | 39.8% |
| Increase in fees for select City programs (sports programs, animal control fees, ambulance fees) | 35.5% |
| Increase in fines for parking/traffic tickets | 36.9% |
| Support an admissions tax on arts and entertainment to fund arts programming | 36.6% |
| Support a bond measure for parks, recreation and library facilities | 35.1% |
| Support a bond measure for public safety facilities | 30.2% |
| Support a bond measure for streets, sidewalks and alley improvement | 36.7% |
| I would not support any revenue increases | 15.6% |

Attachment 4

Impacts of 3.5% Reductions in FY 03

ATTACHMENT 4

FY 03 Budget Reductions by Fund and Department

| Department | Fund | Summary Description | FY 03 Reduction |
|---------------------------|------|--|--------------------|
| General Fund | | | |
| Community Development | GP | - Reduce the marketing budget for brochures, handouts, and flyers | \$ 72,429 |
| City Manager | GP | - Keep 1.0 FTE Program Specialist position vacant | \$ 157,474 |
| | GP | - Keep 1.0 FTE Management Assistant position vacant | |
| | GP | - Keep 1.0 FTE Clerk Typist III vacant | |
| | GP | - Reduce budget for business meals and travel | |
| Long Beach Energy | GP | - Reduce 2.0 FTE Parking Control Checker positions to NC status | \$ 192,297 |
| | GP | - Reduce 1.0 FTE Parking Control Checker I to Parking Control Checker I-NC | |
| | GP | - Reduce street sweeping debris disposal costs | |
| | GP | - Eliminate One Parking Control vehicle | |
| Fire | GP | - Eliminate 1.0 FTE Systems Analyst position (transfer incumbent) | \$ 309,476 |
| | GP | - Reorganize Records Management Systems project | |
| | GP | - Reduce materials, supplies & services and internal support | |
| | GP | - Eliminate 1.0 Public Information Officer/Firefighter, duties will be absorbed by existing staff (transfer incumbent) | |
| | GP | - Reduce 2 Fire Prevention Fire Captains, add 1 Fire Prevention Battalion Chief, duties will be absorbed by existing staff (transfer incumbents) | |
| Financial Management | GP | - Keep 1.0 FTE Clerk II position vacant, underfill 3.0 FTE Buyer I positions, reduce overtime, and reduce related non-personal services expenses | \$ 546,279 |
| | GP | - Keep 1.0 FTE Accounting Clerk III position vacant and reduce training expenses | |
| | GP | - Underfill the Budget Bureau Officer, Budget Secretary and 1.0 FTE Budget Analyst | |
| | GP | - Reduce overtime in Treasury Bureau and miscellaneous non-personal service expenses | |
| | GP | - Reduce Financial Services budget for business consultant work and travel expense | |
| Health and Human Services | GP | - Reduce General Fund support to the Health and Social Services Grant Funds | \$ 154,076 |

| | | | |
|----------------------------|----|---|-------------|
| Human Resources | GP | - Underfill 1.0 FTE Clerk Typist, 2.0 FTE Personnel Analysts, and 1.0 FTE Systems Analyst positions | \$ 14,003 |
| Library Services | GP | - Defer installation of a self check-out machine at the North Neighborhood Library | \$ 401,395 |
| | GP | - Defer the replacement of 14 public access computers | |
| | GP | - Reduce hours for substitute Librarians | |
| | GP | - Delay and/or underfill vacant positions | |
| Parks, Recreation & Marine | | - Reduce budget for memberships, travel and training | \$ 942,858 |
| | GP | - Defer the deferred maintenance payment in FY 03 for Rancho Los Alamitos | |
| | GP | - Reduce the budgeted annual management fee for the Long Beach Museum of Art by 3.5% | |
| | GP | - Eliminate additional public use computers for FY 03 | |
| | GP | - Eliminate the FY 03 OlympiKids program | |
| | GP | - Defer personal, non-personal and internal service expenses associated with the Natural Resources Stewardship Program | |
| | GP | - Reduce the amount of the City's subsidy for the Summer Food Grant Program | |
| | GP | - Do not fill vacant General Superintendent position and delay and/or underfill other vacancies | |
| | | Eliminate ICT funding | |
| Planning & Building | GP | - Reduce budget for demolition of buildings | \$ 380,893 |
| | GP | - Reduce a 1.0 FTE Administrative Analyst to .6 FTE | |
| | GP | - Keep vacant 1.0 FTE Combination Building Inspector | |
| | GP | - Underfill a 1.0 FTE Planner IV and 2.0 FTE Planner V positions | |
| Police | GP | - Reduce materials, supplies & services by 20% | \$1,362,900 |
| | GP | - Reduce travel and training budget | |
| | GP | - Reduce furniture budget | |
| | GP | - Reduce cell phones | |
| | GP | - Reduce Overtime for City Hall Security | |
| | GP | - Reassign Drug Recognition Expert Corporal from Accident Investigation Detail to West Division, Patrol Bureau Call for Service | |
| | GP | - Reassign Internal Affairs Officer to West Division, Patrol Bureau Call for Service | |
| | GP | - Reassign DARE Sgt and 2 Officers to North and South Divisions, Patrol Bureau Calls for Service - Minimal service impact since DARE curriculum was reduced | |

| | | | |
|------------------------|----|---|--------------|
| Public Works | GP | - Shift the funding of several positions from General Fund to Prop C funding | \$ 1,076,766 |
| | GP | - Shift same funding (10%) of several positions to the Airport Enterprise Fund to better reflect payment for services rendered. | |
| | GP | - Keep 1.0 FTE Administrative Analyst I position vacant and consolidate function between Airport and Administration Bureaus | |
| | GP | - Reduce energy Budget | |
| | GP | - Reduce various non-personal service costs | |
| | GP | - Consolidate Airport and Traffic Bureaus striping crews | |
| Technology Services | GP | - Reduce CityPlace Parking Contract - minimal impact | \$ 42,212 |
| Mayor and City Council | | | \$ 148,265 |
| City Attorney | | | \$ 113,213 |
| City Auditor | | | \$ 68,250 |
| City Clerk | | - Reduce contract services - Underfill vacant positions - Reduce furniture and equipment expenditures | \$ 104,210 |
| City Prosecutor | | | \$ 132,038 |
| Civil Service | | | \$ 80,156 |
| TOTALS (General Fund) | | | \$6,299,190 |

Civic Center Fund

| | | | |
|------------------------------|--------|--|------------|
| Library Services | IS 380 | - Delay and/or underfill vacant positions | \$ 3,392 |
| | IS 380 | - Computer Equipment | |
| Public Works | IS380 | - Increase the temperature in City Hall | \$ 149,476 |
| | IS380 | - Reduce HVAC maintenance budget for City Hall East | |
| Technology Services | IS380 | - Reduce contract services for Civic Center | \$ 19,269 |
| General Services Fund | | | |
| Financial Management | | - Reduce Accounting Bureau's budget for contract services for the financial system upgrade | \$ 7,808 |

| | | | |
|---------------------------------|--------|--|-------------|
| Technology Services | TF 401 | - Eliminate newspaper subscriptions | \$ 570,746 |
| | TF 401 | - Reduce misc. non-personal services costs such as training & memberships | |
| | TF 401 | - Reduce misc. internal services expenses such as cell phones | |
| | TF 403 | - Reduce painting services budget for property warehouse | |
| | TF 411 | - Reduce various contract & consulting services | |
| | | - Reduce overtime in Computing Services | |
| | | - Reduce the number of printers replaced | |
| | | - Hold New Business System Specialist V Vacant for 11 weeks | |
| | | - Reduce HTTP programming | |
| Fleet Service Fund | | | |
| Long Beach Energy | IS386 | - Defer scheduled purchases of General Fund fleet equipment | \$ 271,913 |
| Insurance Fund | | | |
| Financial Management | IS 390 | - Reduce reprographics and postage charges in Accounting Bureau's budget for Compliance Reviews | \$ 3,926 |
| Health & Human Services | IS 390 | - Reduce various non-personal services costs | \$ 27,563 |
| Human Resources | IS390 | - Underfill an Administrative Analyst, a Personnel Analyst and a Clerk Typist | \$ 34,429 |
| Parks, Recreation & Marine | IS 390 | - Reduce the budget for safety materials and training | \$ 1,779 |
| Employee Benefits Fund | | | |
| Financial Management | IS 391 | - Reduce various non-personal service expenses in Payroll Division and underfill an Administrative Analyst position in the Budget Bureau | \$ 29,030 |
| Human Resources | IS391 | - Underfill a Personnel Analyst II, a Systems Analyst and two Clerk Typists | \$ 43,806 |
| Human Resources | IS391 | - Reduce funding for Customer Service Trng Prog | |
| TOTALS (Internal Service Funds) | | | \$1,163,137 |
| Tidelands Fund | | | |
| Community Development | TF | - Delay filling of vacant positions | \$ 483 |

| | | | |
|----------------------------|--------|---|------------|
| City Manager | TF | - Reduce consulting hours for project management at the Pike project | \$ 1,516 |
| Fire | TF | - Reduce internal support (fleet) charges | \$ 19,207 |
| Financial Management | TF | - Reduce consulting budget in the Accounting Bureau | \$ 5,321 |
| Police | TF | - Reduce Overtime for Special Events | \$ 40,598 |
| | TF | - Reduce materials, supplies & services | |
| Parks, Recreation & Marine | TF 401 | - Keep General Superintendent of Marine Maintenance position vacant | \$ 163,310 |
| | TF 401 | - Reduce the expenditure budget associated with the Bayshore Roller Hockey Program, including the elimination of non-career Recreation Leader Specialists hours | |
| | TF 401 | - Keep a Maintenance Assistance III position related to Beach Maintenance vacant | |
| | TF 403 | - Keep an Equipment Operator II position related to Beach Maintenance vacant | |
| | TF 403 | - Reduce the Marine Bureau's budget for consulting services | |
| | TF 411 | - Reduce non-personal expenditures related to grounds maintenance | |
| Public Works | TF | - Reduce budget for Peninsula Boardwalk Replacement project by using a different type of wood | \$ 1,896 |
| Technology Services | TF | - Reduce contract services for Aquarium | \$ 27,307 |
| TOTALS (Tidelands Fund) | | | \$ 259,638 |

Capital Projects Fund

| | | | |
|---------------------------------|----|---|------------|
| Public Works | CP | - Reduce the budgets for various Capital Improvement Projects | \$ 225,050 |
| TOTALS (Capital Projects Funds) | | | \$ 225,050 |

Gas Fund

| | | | |
|---------------------------|-------|---|------------|
| Long Beach Energy | EF301 | - Reduce size of the Wave Newsletter bill stuffer | \$ 472,918 |
| | EF301 | - Defer hiring of Administrative Analyst to assist with electricity account restructuring | |
| | EF301 | - Implement a Soft Close Gas Program and eliminate 4.0 FTE Gas Field Service Representative II positions and three vehicles | |
| | EF301 | - Defer non-critical Capital Improvement Projects | |
| TOTALS (Enterprise Funds) | | | \$ 472,918 |

Attachment 5

Detailed Three-Year Financial Strategic Plan Reductions FY 04 through FY 06

5.1.1 General Administration and Management

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | | % OF THE SOLUTION |
|---------------------------------------|---------------|--------|---------------|--------|---------------|--------|------------------|--------|-------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| General Administration and Management | (\$7,065,675) | -71.53 | (\$3,225,783) | -14.50 | (\$1,050,071) | -10.00 | (\$11,341,529) | -96.03 | 13.2% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|----------|---|---|--|
| 1 | Reduce Management Staffing | Reductions in management staffing over the three-year period would total close to 25 percent (48 positions) in General and related fund programs, with an estimated annual savings of \$5.3 million by the end of the three-year period. | Reorganization and consolidation of department responsibilities would be required with single focused management positions being collapsed with other managerial responsibilities. Managers would have to expand their breadth of responsibility, workload and oversight. Could also increase workload to non-management staff. |
| 2 | Reduce Administrative and Support Staff Positions | Administrative and support staffing levels would be reduced throughout General and related fund departments. Administrative analyst, clerical, customer service and other positions would be reduced over the three years, with a significant portion of the changes taking place in FY 04. | Increased response time for information requests and special studies would result. Analyses currently performed on a regular basis may be delayed. Increased use of technology would be explored to offset the impact of proposed reductions, including expanded use of the Internet and automated phone systems for conducting City business. |

5.1.1 General Administration and Management

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|--|--|
| 3 | Reduce Supplies and Professional Development | Reduced memberships in professional organizations, attendance at professional conferences and administrative supply budgets. | Professional development opportunities will be limited with increasing focus on local training opportunities. Reduced supply budgets will fall in line with staffing reductions. |
| 4 | Reduce Insurance Premiums and Consulting Services | Reductions would be made to annual insurance premiums and insurance consulting services. | Reductions to annual insurance premiums would result in increased deductible costs in the case of a significant incident. In addition, risk management staff would increase internal insurance review functions. |

5.1.2 Employee Compensation, Benefits and Work Practices

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | | % OF THE SOLUTION |
|--------------------------------------|---------------|-----|----------------|-------|---------------|-------|---------------------|-------|----------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Employee Benefits and Work Practices | (\$3,370,982) | | (\$15,074,275) | -1.00 | (\$4,967,441) | -0.50 | (\$23,412,698) | -1.50 | 27.2% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|--|
| 1 | Employee Support of Benefits and/or Change of Work Practices | A spending reduction equivalent to 10 percent of the General Fund budget for wages and benefits is proposed over the three years; a majority of the reduction would take place in FY 05, since that is the year the City begins paying for retirement (PERS) costs again (from 1998 to 2004 the City of Long Beach had excess pension assets and was not required to make PERS payments). This reduction could be made up of any combination of negotiated items that comprise employee compensation for management and non-management employees. In addition, it is recommended that a new tier of retirement be added for new employees reversing the enhanced retirement benefits added last year. Retirement counseling would also be curtailed. | All changes in this area are subject to negotiation with employee labor unions. Cost reductions may include increasing employee contributions for retirement, health or other benefits, changes to negotiated compensation for specific skills and work requirements or reduced benefits or compensation. For example, the value of full employee pick-up of the employees' portion of retirement costs would save approximately \$17.0 million per year; a \$50 per month dependent healthcare premium payment or \$100 per family premium payment would result in \$2 million in savings. The previously negotiated 3 percent miscellaneous employee wage increase in FY 04 will cost about \$3.0 million. No cost increase for public safety employees is factored into this plan; those union contracts are currently under negotiation. |

5.1.3 Contracting Opportunities

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | % OF THE SOLUTION | |
|---------------------------|-------------|--------|---------------|--------|---------------|-----|---------------------|----------------------|------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Contracting Opportunities | (\$976,381) | -28.23 | (\$1,808,013) | -70.41 | (\$1,000,000) | | (\$3,784,394) | -98.64 | 4.4% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|---|--|
| 1 | Further Contracting of Custodial Services | Over the three-year period, expanded contracting of custodial services would include City Hall, the Police Department, Long Beach Energy and Parks, Recreation and Marine, with estimated savings of \$700,000. | Expanding custodial service contracting should have no negative impact on the level of service provided since specifications would be developed to include all services currently provided with at least the same frequencies of service. Since the contracts would be implemented over the three-year period, it is expected that employees would be offered retraining for openings in other areas of the organization as they become available. |
| 2 | Contracting of Weed Abatement Services at Public Lots | Weed abatement services for public lots provided by Parks, Recreation and Marine would be performed on an as-needed basis by a private contractor resulting in approximately \$67,000 in annual savings in FY 04. | There would be no reduction in service levels since specifications would include current services. Timeliness of response may improve since service requests would not be limited by the size of the current workforce. It is expected that the current employees performing this function may be absorbed into other position vacancies. |

5.1.3 Contracting Opportunities

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|---|---|
| 3 | Contracting of Street Landscape Maintenance | Street landscape maintenance provided by the Public Works Department would be contracted with a private contractor over the three-year period, with anticipated savings of approximately \$746,000. | Maintenance of street medians and other street landscape functions would remain consistent with current levels of service since contract specifications would reflect current service levels. Contracts would be implemented geographically over the three-year period, allowing for possible employee transition to other positions in the City. |
| 4 | Contracting El Dorado Park Grounds Maintenance and Park Refuse Services | Expanded contracting of El Dorado Park maintenance to include all landscape maintenance functions and contracting of current park refuse services are estimated to save over \$300,000, which would begin in FY 04 and be fully realized by the end of FY 05. | Current service levels would be sustained since contract specifications would reflect current levels. It is intended that employees be transitioned over the two-year period to other positions in the City. |
| 5 | Contracting-In or Out of Additional City Services | Further contracting opportunities would be explored to generate savings of approximately \$2.0 million; areas to be assessed include surveying, helicopter maintenance, reprographics, fleet maintenance, parking enforcement, technology services, towing operations, billing and collection functions and street sweeping. Savings may be higher depending upon the outcome of these assessments. | Service levels currently provided by City staff would remain consistent since contract specifications would reflect current service levels. If a decision were made to contract-in services from other agencies, capacity to support the additional services would have to be available to ensure no reduction in service to Long Beach residents and businesses. |

5.1.4 Operational and Organizational Changes

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | | % OF THE SOLUTION |
|---|---------------|--------|---------------|--------|------------|-------|---------------------|--------|----------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Operational and Organizational Changes | (\$5,275,668) | -18.60 | (\$1,627,087) | -16.04 | (\$38,048) | -0.95 | (\$6,940,803) | -35.59 | 8.1% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|---|---|
| 1 | Consolidate Department Functions and Improve Operational Efficiency | This reduction would consolidate and maximize the efficiency of several operations across many departments. Examples include but are not limited to sharing secretarial support, reorganizing customer services and parking control functions, reorganizing the Fire Department's records system, video production services, renegotiating contracts, consolidating Health facilities supervision, restructuring inventory systems, and reviewing certain operations to minimize cost and maximize cost reimbursements. Projected savings may total \$3.3 million over three years. | Due to consolidation, some positions would be reduced in hours or eliminated completely. There would be some reductions in the timeliness of some non-core services provided. Core services would take top priority over some of the less critical City-provided services, and resources may be diverted to core service areas. |

5.1.4 Operational and Organizational Changes

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|---|
| 2 | Reduce Centralized Technology Support Functions | This reduces funding for internal support functions such as computer server support, network management, PC equipment support, e-mail services, Internet and Intranet development and support, applications development, and technology project funding. Projected savings may total \$960,000 over three years. | All City departments use these support functions and would have to reduce their demand for services from the current service level. Some services may have to be contracted out on a per service basis if a critical need exists. These reductions must be managed with reductions in General Administration and Management, as the City becomes more dependent on technology and reduces the size of its administrative staff. |
| 3 | Shift Eligible General Fund Costs to Alternative Funding Sources | Transfer some current General Fund costs to other funds to ensure full cost recovery for services provided. Examples include increasing use of Proposition C funds to support eligible transportation costs, use of Health Fund money to relieve the General Fund match of public health grants, and full cost recovery from other City funds. Projected savings may total \$1.6 million over three years. | Maximizing use of non-General Fund resources would play a critical role in maintaining core services. Shifting eligible costs to Proposition C and Health Funds also impacts the City's ability to use those funds for other projects and programs. |

5.1.4 Operational and Organizational Changes

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|--|
| 4 | Change Non-Critical Gas Field Service Response Times | Reductions in the number of positions, budgeted overtime and associated equipment used to provide non-emergency gas services on a next business day basis beginning in FY 04 for an annual savings of approximately \$550,000. | The Energy Department currently has above average next business day response times within a two-hour window to calls for service such as lighting pilot lights, turning on gas meters and non-critical services. This change would create longer response times, particularly during the winter pilot lighting season. Use of alternative work schedules would reduce the impact of the proposed change. |
| 5 | Reduce Electricity, Air Conditioning and Other Energy Costs | The City would save energy costs by continuing the LED traffic light replacement program, slightly raising the temperature in City Hall and Main Library in the summer and lowering it in the winter, and turning the lights out at an earlier time. Projected savings may total \$160,000 over three years. | Employees and the public would use lighting override switches more often, and would work in warmer and cooler environments. The LED program is already underway and has been proven effective, so no adverse impact is expected. |
| 6 | Phase Out Compressed Natural Gas (CNG) Program, and Phase In Liquefied Natural Gas (LNG) Program | Closure of a number of the City's CNG satellite fueling stations, and phasing out the CNG program while adopting an LNG program for heavy-duty vehicles over the next three years. Projected savings may total \$350,000 over three years. | The City would still be compliant with AQMD standards for vehicle emissions by purchasing ultra-low emission vehicles and switching to the more cost effective LNG program for heavy-duty trucks. |

5.1.5 Capital Projects and Infrastructure

| <i>CATEGORY</i> | <i>FY 04</i> | | <i>FY 05</i> | | <i>FY 06</i> | | <i>THREE YEAR TOTAL</i> | | <i>% OF THE SOLUTION</i> |
|-------------------------------------|---------------|-------|---------------|-------|--------------|-----|-----------------------------|-------|------------------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Capital Projects and Infrastructure | (\$1,257,664) | -3.22 | (\$1,101,416) | -6.50 | (\$500,000) | | (\$2,859,080) | -9.72 | 3.3% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|---|
| 1 | Defer Gas Pipeline Replacement and Non-Critical Infrastructure Maintenance | Reduce contract for pipeline replacement and other budgeted gas infrastructure maintenance for a total savings of \$1.3 million over the three-year period. | The City is very proactive in its gas infrastructure maintenance, and the City's gas infrastructure is in excellent condition. This reduction would limit the Long Beach Energy Department to addressing critical maintenance only. |
| 2 | Reduce Structural Maintenance of Park Facilities | This would be a reduction of \$140,000 for Parks, Recreation and Marine, and reduce the maintenance staffing for City buildings, recreation centers, sports fields and courts. | Reduced maintenance would not affect safety-related repairs, while cosmetic repairs would be addressed as resources become available. |

5.1.5 Capital Projects and Infrastructure

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|---|
| 3 | Defer Wireless Communications Infrastructure Improvements | Reduce \$150,000 for new wireless communications equipment, upgrades, and infrastructure. | Wireless communications services are provided to 13 City departments and seven outside agencies. This may affect a department's ability to communicate using wireless end user devices; however, critical communications systems would be monitored and maintained to ensure system reliability. |
| 4 | Reduce Mini-Park Development Resources | The Parks, Recreation and Marine Department would reduce the resources currently available for mini-park and pocket park development Citywide in FY 05 by \$125,000. | While there would still be some funding available, the Department would rely more on private and non-profit support for mini-park development and actively search for alternative funding opportunities. |
| 5 | Explore Alternative Funding Sources for Capital Projects and Reduce Non-Critical Infrastructure Improvements | Staff would explore alternate funding sources for capital improvement projects, so as to relieve General Fund support. The plan includes a total of \$1.1 million reduction of General Fund support for capital projects in FY 05 and FY 06. | Other funding sources would need to be identified to keep funding at its current level and to include a \$500,000 addition for alley sweeping and improvements. Also, the City's commitment to core service areas, including the ADA projects and sidewalk repair program, would not be impacted and would remain fully funded. |

5.1.6 Maintenance Reductions

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | % OF THE SOLUTION |
|------------------------|-------------|-------|---------------|--------|---------|-----|---------------------|----------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE |
| Maintenance Reductions | (\$518,385) | -2.62 | (\$2,000,706) | -33.00 | | | (\$2,519,091) | -35.62 |
| | | | | | | | | 2.9% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|--|---|
| 1 | Reduce Grounds and Structural Maintenance on Parks, Ranchos and Undeveloped City Lots | Reduced staffing for park and Rancho maintenance would save \$400,000 beginning in FY 04. | Possible impacts include longer maintenance cycles, more plant growth in parks, and delayed responses to repair of City assets. |
| 2 | Curtail Maintenance, Repair and Modification of City Facilities | This is a \$2.0 million reduction in Public Works in FY 05 and results in a significant reduction in current in-house painting, plumbing, HVAC, electrical and carpentry, maintenance and modification service levels. | This would reduce resources available for scheduled maintenance, special projects and emergency response. These crews are currently used to maintain and modify City facilities, as well as provide support to public safety. Facility needs would be prioritized with annual capital project requests. |

5.1.6 Maintenance Reductions

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|---|--|
| 3 | Reduce Maintenance on Gas Meter Set Assemblies and Monitoring Equipment | This is a maintenance reduction in FY 04, saving \$110,000, for equipment that monitors the flow of natural gas at gas delivery sites where gas is transferred to the City from the supplier. | Not funding upgrades to the monitoring system would eventually impact the ability to correctly monitor the transfer of natural gas; however, in the short term, this reduction is not expected to have a major impact. |

5.1.7 Materials, Supplies and Equipment

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | | % OF THE SOLUTION |
|-----------------------------------|---------------|-------|-------------|-------|---------|-----|------------------|--------|-------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Materials, Supplies and Equipment | (\$3,903,203) | -7.00 | (\$876,121) | -5.00 | | | (\$4,779,324) | -12.00 | 5.6% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|--|
| 1 | Reduce Use of Cell Phones and Pagers | A citywide reduction in the number and use of cell phones and pagers would result in a savings of approximately \$150,000 in FY 04. | Possible impacts include slower staff response time, and reduced communications capability between City employees and the public. In addition, management is implementing a more restrictive City policy that will result in fewer City phones, thus reducing cost, and instead reimburse employees for the use of personal cell phones for City business. |
| 2 | Eliminate 400 Light-Duty and 60 Heavy-Duty City Vehicles and Defer Acquisition of Non-Critical Equipment | Reducing the size of the City's fleet over three fiscal years would save approximately \$2.3 million. This requires City departments to turn in vehicles that are not critical to service delivery. Fleet reductions would be made for vehicles used on an intermittent basis. In addition, staff would be required to share vehicles and use them in a more efficient manner. | Employees would be reimbursed for use of their private vehicles for City business through a monthly auto allowance or mileage reimbursement. Some larger projects may be delayed due to the reduction in heavy-duty vehicles. Formation of a motor pool for heavy-duty vehicles will be explored as an option to reducing adverse impacts on projects. |

5.1.7 Materials, Supplies and Equipment

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|---|--|
| 3 | Reduce Office Supplies, Furniture, Reprographics, Computer Equipment and Technology | Extending computer replacement cycles to every four years, reducing printing for internal use and community information, deferring furniture purchases, and reductions of office supplies will result in an approximate \$2.3 million reduction in FY 04. | Possible impacts might include fewer publications for public and internal use, heavier reliance on electronic mail and computerized documents, and slower and less capable personal computer systems. A cursory review of industry best practices shows that personal computer cycles are being extended from three to four, and even five, years. |

5.1.8 Recreation Services

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | % OF THE SOLUTION | |
|---------------------|-------------|-------|---------------|--------|------------|-------|---------------------|----------------------|------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Recreation Services | (\$751,135) | -5.20 | (\$1,120,725) | -29.66 | (\$42,430) | -0.88 | (\$1,914,290) | -35.74 | 2.2% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|----------|--|--|--|
| 1 | Reduce Support to Outside Recreation Service Providers | This reduction will eliminate pass-through funds to outside organizations, such as the Pools of Hope to help support therapeutic aquatic facilities (\$10,500), and the Long Beach Unified School District (LBUSD) for the Summer Playground Program (\$125,000) in FY 04. | Alternative funding should be sought to continue these programs. |
| 2 | Eliminate Free Winter Sports Field-Lighting | Free athletic field winter lighting would be eliminated in FY 04, generating \$75,000 in annual savings. | Alternatives to this reduction would be the use of user-fees for lighting costs during the winter. |

5.1.8 Recreation Services

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|--|--|
| 3 | Eliminate Staffing at Smaller Parks | In FY 05, staffing at smaller park sites including College Park Estates, Heartwell, Cherry, De Forest and Somerset would be indefinitely deferred, for an annual savings of \$386,000. | Reduction in staffing would limit the amount of supervised recreation activities provided, while still allowing full access to the parks for self-recreation. Furthermore, contract classes and rentals would remain at these sites. |
| 4 | Reduce Environmental Educational Programs | Recent enhancements to Environmental Education Programs at the Nature Center would not be fully implemented, eliminating \$250,000 from the FY 04 budget. In FY 06, the Discover Long Beach Parks Program, enhanced by \$102,000 in FY 02, would be scaled back by \$42,000, a 27 percent reduction in current funding, but still more than two years ago. | This reduction would limit the Parks, Recreation and Marine Department's ability to provide environmental education services to youth. The service would continue but enhancements would be scaled back. |
| 5 | Reduce Program and Service Support to the Ranchos | In FY 05, support to both Rancho Los Cerritos (\$55,000) and Rancho Los Alamitos (\$131,000) would be reduced, saving \$186,000 annually. | The City would work with the Ranchos to identify other funding. |

5.1.8 Recreation Services

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|---|--|
| 6 | Restructure Volunteer Recognition Event | The volunteer banquet would be restructured in FY 04, for a savings of \$35,000, to lower the cost of this recognition event. | Volunteers are a critical resource that enables the City to provide a heightened level of service. However, given the City's dire financial condition, the event should be conducted using a more modest format. |
| 7 | Reduce Youth Activities and Services | This reduction eliminates the Olympikid Program in FY 04 for \$43,000. In FY 05, adaptive recreation programs would be reduced by 30 percent (\$71,000), two day camps would be eliminated or provided by an outside organization (\$32,000), the Mobile Skate Park Program suspended indefinitely (\$53,000), and the art program at Miracle Park would be suspended (\$25,000). Free youth sports programs would be reduced by 36 percent saving \$300,000. | These actions will reduce the opportunities for children Citywide to be exposed to recreation, competition and leisure. This returns the Youth Sports Program to FY 01 funding levels. |

5.1.8 Recreation Services

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|----|---|--|---|
| 8 | Reduce Teen and Adult Activities and Services | This reduction would consolidate the Teen Volunteer Program with Teen Center Programs in FY 04 for an annual savings of \$22,000. Also in FY 04, there would be a reclassification of recreation staff in Adult Sports, saving \$17,000. In FY 05, Season II of the Midnight Basketball program would be eliminated, creating \$15,000 in savings. | Consolidation of the Teen Volunteer Program with Teen Centers will reduce dedicated staff and funding for this program. Teen Center coordinators would take over this function, reducing citywide activities and coordination. Elimination of Season II of Midnight Basketball would reduce the opportunities for at-risk youth to engage in productive athletics. Season I would still continue as programmed. |
| 9 | Reduce Senior Activities and Services | In FY 04 this reduction would indefinitely defer the Senior Olympics Program for \$31,000 in savings, and shift funding for the Senior Transportation Program from the General Fund to eligible Transportation Funding, saving \$50,000 annually. In FY 05, the Senior Center Coffee Shop would be closed, saving \$26,000, and staffing for the Club on the Green Senior Center would be eliminated, saving \$26,000. | The proposed reductions to Senior Programming would reduce recreational opportunities for seniors, though core senior services will remain intact. |
| 10 | Reduce Non-Personnel Costs of the Summer Food Program | In FY 04, \$21,000 would be reduced from the costs of this program. | There are no foreseeable impacts to the delivery of this service. |

5.1.9 Library Services

| <i>CATEGORY</i> | <i>FY 04</i> | | <i>FY 05</i> | | <i>FY 06</i> | | <i>THREE YEAR TOTAL</i> | | <i>% OF THE SOLUTION</i> |
|------------------|--------------------|-----|--------------|-----|--------------|-----|-------------------------|-----|--------------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Library Services | (\$846,876) -11.83 | | | | | | (\$846,876) -11.83 | | 1.0% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|---|--|
| 1 | Reduced Hours of Operation at Various Branches | Starting in FY 04, this reduction would close the Main Branch one day a week (\$172,000), reduce evening hours at Los Altos and El Dorado branch libraries to levels consistent with the other branches (\$10,000) and eliminate Sunday hours at the Bay Shore branch (\$18,000). | Eliminates Sunday and evening access to certain branches, reduces online resources and Family Learning Centers for area youth. |
| 2 | Reduce Books/Materials Budget | An FY 03 enhancement to the books and materials budget would be indefinitely deferred, returning the budget to FY 02 levels. | The proposed reduction is equivalent to approximately 8,591 books and equals a 13.7 percent reduction in the recently enhanced material/book budget. |
| 3 | Reduce Substitute Librarian Staffing | This reduction would reduce the substitute librarian budget by 626 hours (\$15,000) in FY 04. | May result in longer waits for assistance and curtails outreach to schools and community organizations by 10 percent. |

5.1.9 Library Services

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|--|
| 4 | Institute Rolling Closures of Neighborhood Libraries | Starting in FY 04, this reduction would close ten of eleven neighborhood libraries one day per week, while maintaining service four days per week; the eleventh library would continue to be open six days. Estimated savings would be \$417,000 annually. | A system of rolling closures is preferred over the outright closure of two branches, which would leave geographic areas completely un-served. The schedule of closures would be planned to provide patrons the opportunity to go to an alternate nearby location on the day their neighborhood branch is closed. |

5.1.10 Public Safety Support and Related Services

| CATEGORY | | | | | | | | | % OF THE SOLUTION | | | | | |
|--|--|--|----------------------|--|----------------------|--|----------------------|--|-----------------------|--|-------|--|--|--|
| FY 04 | | | FY 05 | | FY 06 | | THREE YEAR TOTAL | | | | | | | |
| Dollars | | | FTE | | Dollars | | FTE | | Dollars | | FTE | | | |
| Public Safety Support and Related Services | | | (\$3,656,426) -31.50 | | (\$2,289,036) -36.15 | | (\$2,777,709) -61.77 | | (\$8,723,171) -129.42 | | 10.1% | | | |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|-------------------------------------|---|--|
| 1 | Reduce Animal Control Staffing | This reduction would impact staff in Licensing Inspection and Animal Control. It is anticipated that \$99,000 would be saved annually, starting in FY 04. | There will be a slight impact on the Bureau's ability to provide field patrol services in responding to animal-related complaints in a timely manner. Also, license enforcement capacity will be modestly diminished. |
| 2 | Reduce Patrol Bureau Overtime Usage | Police officers would be reassigned from current public safety support functions into core Patrol services. It is anticipated that this refocusing effort would produce approximately \$1.8 million in annual overtime savings beginning in FY 04, an additional \$1.0 million in FY 05 and \$159,000 in FY 06. | Support services such as Planning, Accident Incident Detail, DARE, Youth Services, Traffic (drug recognition and DUI specialty units), Community Relations, Internal Affairs, Communications, Court Affairs, Administration, Police Athletic League and Graffiti Abatement would be somewhat impacted. |

5.1.10 Public Safety Support and Related Services

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|--|--|
| 3 | Reduce Park Ranger Program | A 30 percent reduction in Park Ranger Program staffing would save \$242,000 beginning in FY 06. | This reduction would maintain a force that is still 30 percent larger than in FY 01. With expanding citywide police patrol staffing, and an increased emphasis on community policing, the effect of this reduction should be minimal. |
| 4 | Reconfigure and/or Eliminate Police Athletic League (PAL) | This reduction redeploys sworn Police Officers currently providing this service to patrol, backfilling these positions with Parks, Recreation and Marine staff. Although there is a need to increase Parks, Recreation and Marine staff to backfill police staff, the Police Patrol overtime savings generated through the redeployment would offset this cost and would generate additional savings of \$292,000 beginning in FY 04. Further savings of \$282,000 would be generated in FY 06 through the elimination of the program. | This redeployment scenario would save costs while maintaining service levels. Should the service be eliminated, the impact would be the loss of productive opportunities for at-risk youth, which may lead to an increased demand in other areas of the Police Department. Better use of Police Officers would also be realized. |

5.1.10 Public Safety Support and Related Services

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|---|
| 5 | Transfer Financial Responsibility for School Crossing Guards | This reduction would shift the cost of this critical service from the City to the Long Beach Unified School District (LBUSD). The savings generated by this reduction would be \$750,000 beginning in FY 05 and an additional \$662,000 beginning in FY 06. | Since this reduction is a shift in financial responsibility, not a reduction in service, there are no anticipated impacts to the public. Other service delivery options may also be considered to reduce costs, or development of cooperative service delivery agreements may generate alternative savings. |
| 6 | Reduce Clerical, Security and Police Services Support | This reduction would curtail security details and support beginning in FY 04, for an annual savings of \$1.0 million. It would reduce and consolidate clerical functions department-wide for an annual savings of \$470,000 in FY 04 and an additional \$97,000 in FY 05. Also in FY 05, non-career Police Investigators would be reduced for a savings of \$443,000. Lastly, in FY 06, selected non-sworn support positions would be eliminated for a savings of approximately \$1.4 million. | As more Police Officers are deployed to patrol, more support services may be needed. Severe reductions in essential clerical, security and administrative support functions would have an impact on the ability of Police Officers to fulfill their duties in an efficient and effective manner. It is possible that Police Officers would be occasionally used in support functions to fill this void. Management will keep a watchful and critical eye on the impact of these reductions. |

5.1.11 Public Safety Emergency Services

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | % OF THE SOLUTION |
|----------------------------------|-------------|-------|---------------|-----|---------|-----|---------------------|----------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE |
| Public Safety Emergency Services | (\$146,676) | -2.00 | (\$1,300,000) | | | | (\$1,446,676) | -2.00 |
| | | | | | | | | 1.7% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|---|---|
| 1 | Eliminate Two Fire Prevention Firefighter Positions | The Fire Prevention Bureau, Code Enforcement section would be reorganized. This reduction would create an annual savings of \$147,000 for the Bureau beginning in FY 04. Remaining staff would absorb responsibilities. | Incumbents would be reassigned to critical firefighter vacancies. There would be no significant degradation of services from this reduction. |
| 2 | Adjust Fire Service Delivery Methodology | A study should be initiated to evaluate current staffing and service levels for emergency fire services. It is proposed that annual savings of at least \$1.3 million be achieved through adjusting staffing including administration. Given the criticality of this core service, an independent and thorough study of the City's fire service delivery methodology should be conducted prior to making substantial changes. | Adjustments made to fire service delivery tactics should not compromise the fundamental mission of the Fire Department. These reductions may reduce overtime usage and staffing of some response vehicles. If savings cannot be identified through adjustments to staffing levels, one Fire Station may be closed in FY 05. This would lead to longer response times to affected customers. |

5.1.12 Arts and Cultural Programs

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | | % OF THE SOLUTION |
|----------------------------|-------------|-------|-------------|-----|---------|-----|---------------------|-------|----------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Arts and Cultural Programs | (\$780,858) | -0.54 | (\$300,000) | | | | (\$1,080,858) | -0.54 | 1.3% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|---|---|
| 1 | Reduce General Fund Support for the Public Corporation of the Arts (PCA) | This would reduce General Fund annual support for the PCA by 76 percent over a two-year period in FY 04 (\$333,000) and FY 05 (\$300,000), resulting in annual funding of \$350,000 for PCA activities. | The PCA and City arts organizations should seek funding from alternate sources for both programming and administrative support. |
| 2 | Reduce Municipal Band Concert Season | The Municipal Band season would be shortened by two weeks (from 8 to 6) beginning in FY 04, resulting in \$97,500 in annual savings. | The total number of concerts for public enjoyment will be reduced by 8 concerts, from 32 to 24, during the summer months. |

5.1.12 Arts and Cultural Programs

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|---|--|
| 3 | Indefinitely Defer Support for Certain Outside Organizations | This reduction would suspend support for the International City Theater (ICT) Summer Youth Conservancy Program and a Folklorico dance program in FY 04. Annual savings generated would be approximately \$71,800. | Eliminating these programs would reduce recreation services for approximately 60 youth who participate in the ICT program and approximately 100 youth who participate in the Folklorico dance program annually. If outside sponsorships or private funding were identified, the programs could be restored. |
| 4 | Reduce Funding for the Museum of Art | The funding enhancement of \$350,000 included in the current year (FY 03) budget would be eliminated, returning annual funding levels back to \$319,000. | Private donations and increased memberships would be required to support the Museum at its current operating level. The Museum was recently expanded, and its operating costs correspondingly increased. This reduction, if not backfilled with private funding, could have a devastating effect on the Museum's ability to continue operations at current levels. |

5.1.13 Communication, Promotions and Special Events

| CATEGORY | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | | % OF THE SOLUTION |
|---|-------------|-------|-------------|-------|---------|-----|---------------------|-------|----------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Communication, Promotions and Special Events | (\$197,441) | -1.00 | (\$213,708) | -2.00 | | | (\$411,149) | -3.00 | 0.5% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|--|--|--|
| 1 | Reduce Number of City Publications | Reducing the number and size of City publications would result in savings of \$120,000 in FY 04. The Parks, Recreation and Marine class schedule would be reduced in size; the WAVE newsletter would also be reduced as well as other City promotional materials. | Increasing the use of the Internet and electronic information would play a large role in ensuring effective communication with the public. The City would continue to provide access to critical publications at City libraries. |
| 2 | Consolidate Public Information Efforts | Improved coordination of Citywide communication functions would result in reduced staffing by eliminating overlapping functions in different departments and consolidating marketing functions with other staff positions. Savings resulting from these efforts should total \$290,000 in FY 04 and FY 05. | It is anticipated that by reorganizing Citywide public information functions, communication with the public can be sustained, and even improved, and costs reduced. |

5.1.14 Business Services and Attraction

| CATEGORY | | | | | | | | | | FY 04 | | FY 05 | | FY 06 | | THREE YEAR TOTAL | | % OF THE SOLUTION |
|----------------------------------|--|--|--|--|--|--|--|--|--|-------------------|-----|---------|-----|---------|-----|-------------------|-----|-------------------|
| | | | | | | | | | | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE | |
| Business Services and Attraction | | | | | | | | | | (\$312,215) -7.00 | | | | | | (\$312,215) -7.00 | | 0.4% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|---|---|
| 1 | Indefinitely Defer Business Technology Division | The Business Technology Division in the Economic Development Bureau would be eliminated for a total annual savings of \$232,000. | The Business Technology Division, created to address the then growing market of technology firms, was never fully implemented. Division responsibilities would be consolidated with other economic development functions within the Community Development Department. |
| 2 | Reduce Development Support Services | This FY 04 reduction would save \$80,500, affecting public improvement requirement determinations for development projects; review for technical accuracy of parcel maps, tract maps, lot line adjustments, and certificates of compliance; processing development agreements; and securing bonds for required public improvements. | This reduction would affect Public Works' response time in providing services to developers, however the services would continue to be delivered. |

5.1.15 Code Enforcement

| <i>CATEGORY</i> | <i>FY 04</i> | | <i>FY 05</i> | | <i>FY 06</i> | | <i>THREE YEAR TOTAL</i> | <i>% OF THE SOLUTION</i> |
|------------------|--------------|-------|--------------|-------|--------------|-----|-----------------------------|------------------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars FTE | |
| Code Enforcement | (\$184,402) | -3.00 | (\$507,931) | -5.76 | | | (\$692,333) -8.76 | 0.8% |

| # | RECOMMENDED REDUCTION | DESCRIPTION | IMPACT |
|---|---|--|---|
| 1 | Restructure Code Enforcement Services, Eliminating Duplication of Effort. | Reductions in staffing for weed abatement, zoning and community code enforcement would be facilitated through restructuring service delivery to eliminate duplication of effort and improve efficiency of code enforcement Citywide. | Several City departments conduct various code enforcement activities. An immediate study of Citywide code enforcement efforts should result in improved efficiency of code enforcement efforts by restructuring service delivery and collapsing duplicate services. If improved efficiencies cannot be achieved, reduced service levels may result. |

5.1.16 Return on Assets and Marketing Opportunities

| <i>CATEGORY</i> | <i>FY 04</i> | | <i>FY 05</i> | | <i>FY 06</i> | | <i>THREE YEAR TOTAL</i> | <i>% OF THE SOLUTION</i> |
|--|---------------|-----|--------------|-----|--------------|-----|-----------------------------|------------------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE |
| Return on Assets & Marketing Opportunities | (\$4,520,000) | | | | | | (\$4,520,000) | 5.3% |

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|-------------------------|--|--|
| 1 | SERRF Profit | The City of Long Beach and the Los Angeles County Sanitation District jointly own the South East Resource Recovery Facility (SERRF). SERRF is projected to generate approximately \$4.0 million of profit per year for the foreseeable future, half of which will accrue to the City. This option would be incorporated into the annual budget adoption process. | Approximately \$2.0 million in FY 04 and beyond. |
| 2 | Marketing Opportunities | The City would sell advertising space on certain City vehicles and enter into a marketing agreement with a credit card issuer. This option would require City Council approval. | Approximately \$880,000 in FY 04 and beyond. |

5.1.16 Return on Assets and Marketing Opportunities

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|------------------------------------|--|---|
| 3 | Signal Hill Fire Services Contract | Recoup full cost of providing fire services to Signal Hill. The City provides these services from Station #23, which is located in Signal Hill and for which the physical property is owned by the City of Signal Hill. Negotiations are currently in progress. The full cost of providing these services, including Fire Department and City overhead, is approximately \$2.2 million; the City is currently reimbursed approximately \$1.0 million per year. The current contract expires on July 1, 2003 and the City has notified Signal Hill of its intention to cease providing services should a mutual agreement not be reached. City Council action will be necessary should negotiations result in an amendment to the existing agreement. | The amount of additional revenue is dependent upon the result of the current negotiations. Should Station #23 be closed, direct costs such as personnel, utilities, materials and supplies amounting to \$1.4 million per year, would be eliminated as would the \$1.0 million of revenue received for providing the services; the net savings would be approximately \$400,000 per year. Fire services to the City of Long Beach are not expected to be negatively affected by closing Station #23, and existing staff would be transferred into vacant fire safety positions. |
| 4 | Additional Gas Fund Transfer | Implementation of cost reductions in the Gas Fund is anticipated to produce additional fund balance available for annual transfers to the General Fund. This option would be incorporated into the FY 04 budget process. | Approximately \$500,000 in FY 04 and beyond. |

5.1.16 Return on Assets and Marketing Opportunities

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|----------------------------|---|--|
| 5 | RDA Statutory Pass-Through | The City's Redevelopment Agency (RDA) will be transferring to the General Fund what is known as a "Statutory Pass-Through," in accordance with a recent approval by the City Council. The Statutory Pass-Through relates to a specified percentage of property tax increment received by the RDA and that legally can be forwarded to the General Fund. This option will be incorporated into the annual budget adoption process. | Approximately \$780,000 in FY 04 and beyond. |

5.1.17 New Fees and Taxes

| <i>CATEGORY</i> | <i>FY 04</i> | | <i>FY 05</i> | | <i>FY 06</i> | | <i>THREE YEAR TOTAL</i> | <i>% OF THE SOLUTION</i> |
|-------------------|--------------|-----|---------------|-----|--------------|-----|-----------------------------|------------------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE |
| New Fees or Taxes | (\$790,000) | | (\$3,830,000) | | | | (\$4,620,000) | 5.4% |

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|---|--|--|
| 1 | Assess Business License Tax on Two and Three Unit Rental Properties | <p>Assess a Business License Tax (BLT) on businesses currently considered exempt including residential rental properties with two or three dwelling units. As a point of reference, the current BLT for residential apartments (four or more units) is \$54.60 base amount plus \$23.97 per unit. Implementation of this change requires voter approval. It is anticipated the tax would be due on July 1 of each year.</p> <p>Also, the Department of Health and Human Services (DHHS) responds to over 700 complaints per year related to two and three unit properties. DHHS would evaluate the need to proactively inspect these dwellings to address health standards. Fees are not in place to recoup the current costs of responding to the complaints.</p> | Approximately \$500,000 in FY 04 and beyond. |

5.1.17 New Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|--|--|--|
| 2 | Increase a Preferential Parking Permit Fee | Charge a fee to recoup the cost of providing preferential parking permits. This option would be incorporated into the Fee Ordinance during the annual budget adoption process. This option would require approval from the City Council. | Approximately \$20,000 in FY 04 and beyond. |
| 3 | Establish a Natural Gas Production Tax | Apply a tax on natural gas produced by oil operators beginning in July 2004. This tax would be similar to the current tax for oil production and would require voter approval. | Approximately \$120,000 in FY 04 and beyond. |
| 4 | Contract for Collections Services for Towing Revenue | Contract with a private collection company to recover lost towing revenue. Lost revenue results when proceeds from the sale of impounded vehicles are less than the amount owed for towing and storage. This option would require City Council approval. | Approximately \$100,000 in FY 04 and beyond. |

5.1.17 New Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|-------------------------------------|---|--|
| 5 | Charge an "After-Hours Release" Fee | Charge a \$50 "After Hours Release" Fee for towed cars to recoup operating costs. Customers wanting to retrieve their vehicles after normal operating hours would pay the additional fee. This option would be incorporated into the Fee Ordinance during the annual budget adoption process. This option would require approval from the Recreation Commission and the City Council. | Approximately \$50,000 in FY 04 and beyond. |
| 6 | Implement a Fiber Optics Fee | Partner with a private company to utilize such company's proprietary technology to install fiber optics in natural gas pipelines. Charge a fee to fiber optic communications companies for use of the City's gas pipelines. A pilot program is currently underway. City Council approval would be required for the necessary agreements. | Approximately \$200,000 in FY 05 and beyond. |

5.1.17 New Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|---|--|--|
| 7 | Increase the Transient Occupancy Tax (TOT) | <p>Increase the Transient Occupancy Tax (TOT) charged to hotel/motel customers. This would increase TOT by 2 percentage points, from 12 percent to 14 percent. Of the current 12 percent tax, the General Fund receives one-half of the TOT revenue generated in the City, with the other half going to either the Redevelopment Agency or the Special Advertising and Promotion Fund, depending on the location of the hotel. New revenue generated by this proposal would all be directed to the City's General Fund. This option to increase the TOT would require voter approval.</p> <p>For reference, the City of Anaheim charges 15 percent and Los Angeles charges 14 percent.</p> | Approximately \$2.2 million to the General Fund in FY 05 and beyond. |
| 8 | Implement a 10 Percent Fee on City-Owned Parking Lots | Assess a 10 percent fee on City-owned paid parking lots. | Approximately \$1.4 million in FY 05 and beyond. |

5.1.17 New Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|----|-----------------------------|--|--|
| 9 | Assess an Admissions Tax | Assess entertainment venue admissions tax. Other municipalities such as Pasadena, San Francisco, Del Mar, and Indian Wells charge such a tax on performing arts, theatres, attractions, museums, sporting events, etc. A fifty-cent tax is estimated to generate \$1.4 million dollars per year. If selected, this option to institute a new tax would require voter approval. | No Admission Tax revenue is included in this proposal. |
| 10 | Assess a Port Container Tax | Levy a \$1 per container tax on shipping companies utilizing Port of Long Beach facilities. Approximately 4.6 million containers per year come through the Port of Long Beach. The legality of such a tax would need to be researched. This option would require voter approval. | No Container Tax revenue is included in this proposal. |
| 11 | Assess a Library Tax | Assess a Library tax on property owners and dedicate the revenues to operate and maintain the City's libraries. This option would require voter approval. | No revenue is included in this proposal for this option. |

5.1.17 New Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|----|-------------------------------------|--|--|
| 12 | Place Parking Meters in Parks | Install parking meters at parks. Estimated annual revenues for this option approach \$1.0 million. This option would require City Council approval. | No revenue is included in this proposal for this option. |
| 13 | Implement Cat Licensing | Institute a voluntary cat licensing program. | No revenue is included in this proposal for this option. |
| 14 | Legalize Gambling on the Queen Mary | Legalize gambling on the Queen Mary and immediately adjacent property. This option was mentioned often in the Community Survey. The legality of this option would need to be researched. | No revenue is included in this proposal for this option. |

5.1.18 Existing Fees and Taxes

| <i>CATEGORY</i> | <i>FY 04</i> | | <i>FY 05</i> | | <i>FY 06</i> | | <i>THREE YEAR TOTAL</i> | <i>% OF THE SOLUTION</i> |
|------------------------|---------------|-----|--------------|-----|--------------|-----|-----------------------------|------------------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE |
| Existing Fees or Taxes | (\$5,770,000) | | | | | | (\$5,770,000) | 6.7% |

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|---|--|--|
| 1 | Increase Civic Center Parking Rates | Increase Civic Center parking rates. Current rates are \$1.00 per 20 minutes, with a maximum of \$6.00 per day, with the first 30 minutes free. The monthly rate is \$40. This proposal would increase the rate to \$1.25 per 20 minutes, with a maximum of \$7.50 per day, with the first 30 minutes free. Validations would be eliminated and the monthly rate increased to \$50. This increase would require City Council approval. | Approximately \$170,000 in FY 04 and beyond. |
| 2 | Increase Street Sweeping Parking Violation Rate | Increase street sweeping parking violation rates from \$30 to \$34. The resulting rate is in line with comparable cities. This increase would require City Council approval. | Approximately \$820,000 in FY 04 and beyond. |

5.1.18 Existing Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|--|--|--|
| 3 | Increase Other Parking Violation Rates | Increase parking violation rates including: "Exceeded Time Limit" from \$27 to \$30; "No Parking by Sign" from \$28 to \$35; and, "Blue Curb" from \$255 to \$330. These increases would require City Council Approval. | Approximately \$250,000 in FY 04 and beyond. |
| 4 | Sunset Business License Tax Discount | The 15 percent Business License Tax (BLT) discount ended ("sunset") on December 31, 2002. This was a pilot program begun in January 2002 and was dependent on the condition of the General Fund budget. No City Council action is necessary. | Over \$750,000 in FY 04 and beyond. |
| 5 | Increase Non-Sufficient Funds Fee | Increase returned check (NSF) fees from \$15 to \$25 to recoup actual costs. This will bring the City's NSF fees in line with industry standards. This increase would require City Council approval. | Approximately \$600,000 in FY 04 |

5.1.18 Existing Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|--|---|--|
| 6 | Increase Late Payment Penalties | Increase late payment fee penalties from 1 percent to 1.5 percent of unpaid balances to recoup actual costs of administering such accounts. Over 330,000 delinquent bills are handled each year. This increase would require City Council approval. | Approximately \$500,000 in FY 04 and beyond. |
| 7 | Increase Natural Gas Utility Service Establishment Fee | Increase utility service establishment fee from \$25 to \$35 to recoup more of the actual costs. Industry standard costs to send staff to a residence is \$36, only one-half the actual cost of such services. This increase would require City Council approval. | Approximately \$360,000 in FY 04 and beyond. |
| 8 | Increase Natural Gas Utility Service Reconnection Fee | Increase utility service re-connection fee for terminated accounts from \$16 to \$35 to recoup actual costs. This increase would require City Council approval. | Approximately \$225,000 in FY 04 and beyond. |

5.1.18 Existing Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|----|---|--|--|
| 9 | Increase Oil Production Tax | Increase the Oil Production tax from \$0.15 to \$0.25 cents per barrel produced. Many oil companies operate in Long Beach, with the largest being those managed under contract to the City's Department of Oil Properties. This increase would require voter approval. The State of California would absorb much of this cost. | Approximately \$1.5 million in FY 04 and beyond. |
| 10 | Increase Adult Sport Fees and the Number of Teams | Increase Adult Sport fees that are currently different for resident and non-resident participants, and for businesses. The average rate increase for an adult sports team would be approximately \$30 to \$40, depending on the sport. This proposal anticipates a modest discount for residents. Increasing such fees requires Recreation Commission and City Council approval. In addition, an increase in the number of adult volleyball and basketball teams is included in this option. | Approximately \$30,000 in FY 04 and beyond. |

5.1.18 Existing Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|----|--|--|--|
| 11 | Apply Business License Tax to Real Estate Agents | Apply business license tax to independent real estate agents that are currently considered independent contractors per the U.S. Internal Revenue Code. This item was referred to the City Council's Economic Development and Finance Committee for consideration on November 6, 2001. If selected, this option should be referred to the City Attorney for an opinion on specific actions that would have to be taken to apply this tax. | Approximately \$200,000 in FY 04 and beyond. |
| 12 | Increase Business License Permitting/ Investigation Fees | Increase certain business license fees to cover costs related to permitting and investigations. Several fees have not been adjusted for over a decade and no longer cover related costs. If selected, this option should be referred to the City Attorney for an opinion on specific actions that would have to be taken to apply such fees. | Approximately \$100,000 in FY 04 and beyond. |
| 13 | Increase Animal Control Fees | Increase certain animal control fees including dog licenses, impounds, shots, pickup fees and euthanasia fees. Some fees were increased effective October 1, 2002. These fee increases would require City Council approval. | Approximately \$35,000 in FY 04 and beyond. |

5.1.18 Existing Fees and Taxes

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|----|--|--|--|
| 14 | Reinstate Recreational Swim Fees and Increase Community Pool Swim Fees | Reinstate the \$1 Recreational Swim Fee at Silverado, Millikan, MLK and Jordan pools. The pools are staffed during the summer months and serve mostly youth under 18 years of age. Increase Swim Class fees by \$5 per person. The classes serve citizens of all ages and current fees range from \$20 to \$30 per session. These fees were suspended in FY 00. Increasing such fees requires Recreation Commission and City Council approval. | Approximately \$30,000 in FY 04 and beyond. |
| 15 | Increase Certain Public Health Clinical Fees | Increase certain health clinical fees including: travel vaccines, communicable disease clinic pharmaceuticals (except for senior flu and children's vaccinations), physical exams, pregnancy testing, and the monthly medication fee for two or more medications. This option would require City Council approval. | Approximately \$50,000 in FY 04 and beyond. |
| 16 | Increase Storage Fees for Towed Vehicles | The City currently charges \$25 per day for storing towed vehicles. This option would increase the rate to \$30 per day and would require City Council approval. | Approximately \$150,000 in FY 04 and beyond. |

5.1.19 One-Time Revenues/Transfers

| <i>CATEGORY</i> | <i>FY 04</i> | | <i>FY 05</i> | | <i>FY 06</i> | | <i>THREE YEAR TOTAL</i> | <i>% OF THE SOLUTION</i> |
|--------------------------------|---------------|-----|---------------|-----|---------------|-----|-----------------------------|------------------------------|
| | Dollars | FTE | Dollars | FTE | Dollars | FTE | Dollars | FTE |
| One-time Revenues/Transfers | (\$2,625,000) | | (\$3,925,000) | | (\$3,925,000) | | (\$10,475,000) | N/A |

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|--------------------------------|---|---|
| 1 | General Services Fund Transfer | The City's General Services Fund is used to collect fees from other City funds to pay for technology related support services including: desktop, server and mainframe computers, financial systems and communications systems. Other services paid for from this fund include central reprographics, mail services and the City Goods Store. Capital replacement and software development/upgrade projects will be deferred. If selected, this option would be incorporated into the annual budget adoption process. | Estimated transfers of \$625,000 per year could be sustained through FY 06. Transfers beyond these amounts are not considered reasonable. |

5.1.19 One-Time Revenues/Transfers

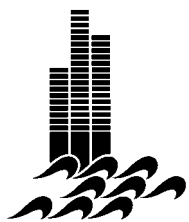
| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|---------------------------------|---|--|
| 2 | Employee Benefits Fund Transfer | The Employee Benefits Fund is used to collect monies from other City funds to pay for employee sick leave, vacations, health benefits, payroll taxes and pension contributions. In addition, the City's human resource, payroll system management and accounting are also paid for from this fund. Though this fund is not anticipated to experience cash flow deficiencies during the next three years, it is important to note that the City carries a significant unfunded liability related to accrued vacation and sick leave. If selected, this option would be incorporated into the annual budget adoption process. | Estimated transfers of \$1.0 million in FY 04 and \$2.3 million in FY 05. Transfers beyond these amounts are not considered prudent. |
| 3 | Airport Fund Loan Repayment | During the mid-1990's, the City's Airport Fund experienced severe financial distress. Until recently, the Airport Fund did not have the financial resources to pay for the full cost of fire services that are funded by the General Fund. This option contemplates a structured repayment schedule for these prior expenses. | Estimated payments of \$500,000 in FY 04, \$1.0 million in FY 05 and FY 06. The amounts include accrued interest. |

5.1.19 One-Time Revenues/Transfers

| # | POTENTIAL OPTIONS | DESCRIPTION | POTENTIAL AMOUNT OF REVENUE |
|---|---------------------------------------|---|--|
| 4 | Additional One-Time Gas Fund Transfer | The desired operating reserve for the Gas Fund of 10 percent could be maintained if this one-time transfer is selected. | Estimated at \$500,000 for FY 04. |
| 5 | Utilize or Sell City Hall East | City Hall East, at northeast corner of Long Beach Blvd. and 1 st Street, is serving as the temporary Police Headquarters until FY 05. This option contemplates assessing the feasibility of moving other City operations that currently lease private office space into this facility. The option of selling the building, its parking structure and nearby surface parking lot should also be considered. | Rough estimate of \$2.3 million in FY 06. |
| 6 | Insurance Fund Transfer | <p>The Insurance Fund was established by the City Charter to finance and account for the City's risk management and self-insurance programs, including general liability and workers' compensation programs.</p> <p>Transfers from the Insurance Fund are not considered feasible at this time.</p> | No transfers were included in this proposal. |

Attachment 6

CalPERS Contribution History



Date: December 12, 2002

To: Gerald R. Miller, Acting City Manager

From: Bob Torrez, CFO/Director of Financial Management

Subject: **CalPERS Contribution History**

Per your request, attached is a series of graphs that depict for both Safety and Miscellaneous Employees, total payroll subject to CalPERS retirement contributions, as well as the amounts of CalPERS contributions made by employees and the City from 1979 through 2002.

The amounts reflected in the graphs have been restated to June 30 fiscal years, because CalPERS contributions are based on the State's fiscal year (July 1 through June 30), and to avoid the spike that would be reflected for the 15 months of FY 1996, the year the City changed to a September 30 fiscal year.

The red portion of the columns represents the amount of Employer contributions (ER contributions). The blue portion of the columns represents the amount of Employee-paid contributions (EE contributions) – 7% for Miscellaneous and 9% for Safety. The yellow portion represents the amount of Employer Paid Member Contributions (EPMC) and demonstrates that the City began paying the employees' share of PERS during FY 1981. The green portion on the Miscellaneous schedule is the debt service on the Pension Obligation Bonds (POB's).

KEY PENSION EVENTS

- 6/1/80: The City changed both Miscellaneous and Safety plans to provide a 5% COLA. The effect was to increase the ER contribution rate for Miscellaneous from 19.16% to 31.89% (an increase of 66.4%), and for Safety from 33.08% to 58.84% (an increase of 78%) effective 7/1/80.
- 11/29/80: Employee Memoranda of Understanding (MOU's) required the City to pick up 4 of the 7% Miscellaneous EE contribution, and 4 of the 9% Safety EE Contribution. The EPMC percent increased over time until the City was paying the full EE contributions.
- 10/1/89: The City negotiated Tier 2 benefit levels for new employees, which provided for a 2% annual COLA and a pension benefit based on three year average salary, instead of the 5% COLA with a pension benefit based on the highest one year salary. In addition, for Safety Tier 2 plans, the formula was reduced to a 2%

@ 55 plan, rather than the 2% @ 50 plan, with a promise to upgrade the Safety Tier 2 formula to 2% @ 50 within ten years.

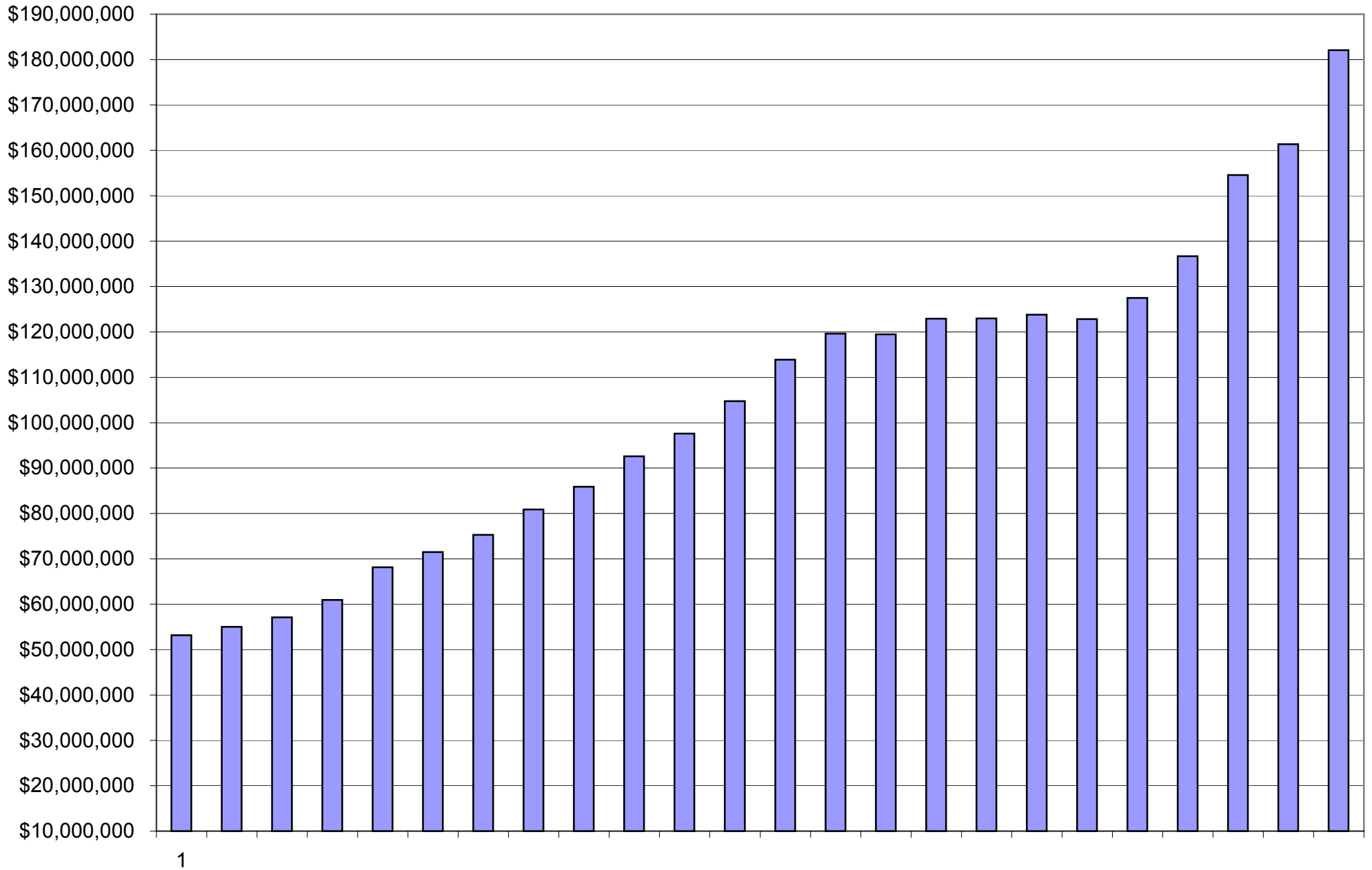
- FY 1995: City staff convinced CalPERS to change its actuarial calculations to provide for a rolling amortization period for gains and losses, instead of “drop-dead” funding deadlines. Prior to this change, the City’s contract with PERS called for all plans to be fully funded by 2011. The result of this “drop-dead” funding deadline was to significantly increase or decrease ER contributions depending on whether the City’s PERS plans experienced large losses or gains from actuarial assumptions during the previous valuation period. The effect of going to a rolling amortization period was to significantly decrease the required annual ER contributions, by spreading the annual gains and losses over a 10 year period.
- 11/95: The City issued \$108 million in Pension Obligation Bonds (1995 POB’s) to fund the \$105 million unfunded liability in the Miscellaneous plan. Because the bonds required that debt service be pre-funded each year, the first year of debt payments, FY 1996, reflects the amounts due on both September 1, 1995 as well as September 1, 1996, both of which were paid on September 1, 1995.
- FY 1996 and 1997: CalPERS notified the City of an actuarial surplus in the Safety Plans. The law at that time allowed the City to offset its contributions by a total of \$22.8 million over the two fiscal years, thus significantly reducing Safety ER and EPMC contributions.
- 6/96: The City increased Miscellaneous benefits for Tiers 1 and 2 to a 2% @ 55 formula to encourage early retirement. In addition, Tier 3 was established to provide the 2% @ 60 formula for Miscellaneous employees hired after 6/30/96. Both Tiers 2 and 3 provided for a 2% COLA and benefits based on a three-year average salary. Tier 1 retained the 5% COLA and highest year’s salary.
- 9/30/98 (Fire and Lifeguards) and 7/1/01 (Police): The City increased Safety Tier 2 PERS benefits to 2% @ 50, based on the highest one-year salary from 2% @ 55 based on the three-year average salary. Tier 2 level benefits retained the annual 2% COLA.
- 11/13/98: The City was notified by CalPERS that the City’s PERS plans were “superfunded”. The City stopped making ER contributions beginning with the payperiod ending 11/6/98 for both Safety and Miscellaneous Plans.
- 7/2/99: The City stopped making EPMC contribution payments effective with the payperiod ending 7/2/99, because of the City’s superfunded status. At this point, no further PERS contributions were made; however, debt service on the 1995 POB’s for Miscellaneous Plans continued.

- August and October 2001: The City increased Safety benefits in both Tiers to 3% @ 50. Tier 2 benefits retain the 2% COLA; Tier 1 benefits continued with the 5% COLA.
- June 2002: Miscellaneous benefits for Tiers 1 through 3 increased to 2.7% @ 55. Tier 3 was eliminated. Tier 2 retains 2% COLA and three-year average salary basis. Tier 1 retains 5% COLA and highest one-year salary basis.
- In FY 2002, the City refunded a portion of the 1995 POB's to provide a level debt service for the General Fund and certain related funds, such as Internal Service Funds. The effect was a reduction in the annual POB debt service and an extension in the term of the bonds from 2011 to 2021.
- April and October 2002: City staff notified the City Council that the City's PERS plans would no longer be superfunded effective in FY 2005 due to CalPERS investment losses from FY 2001 and 2002.

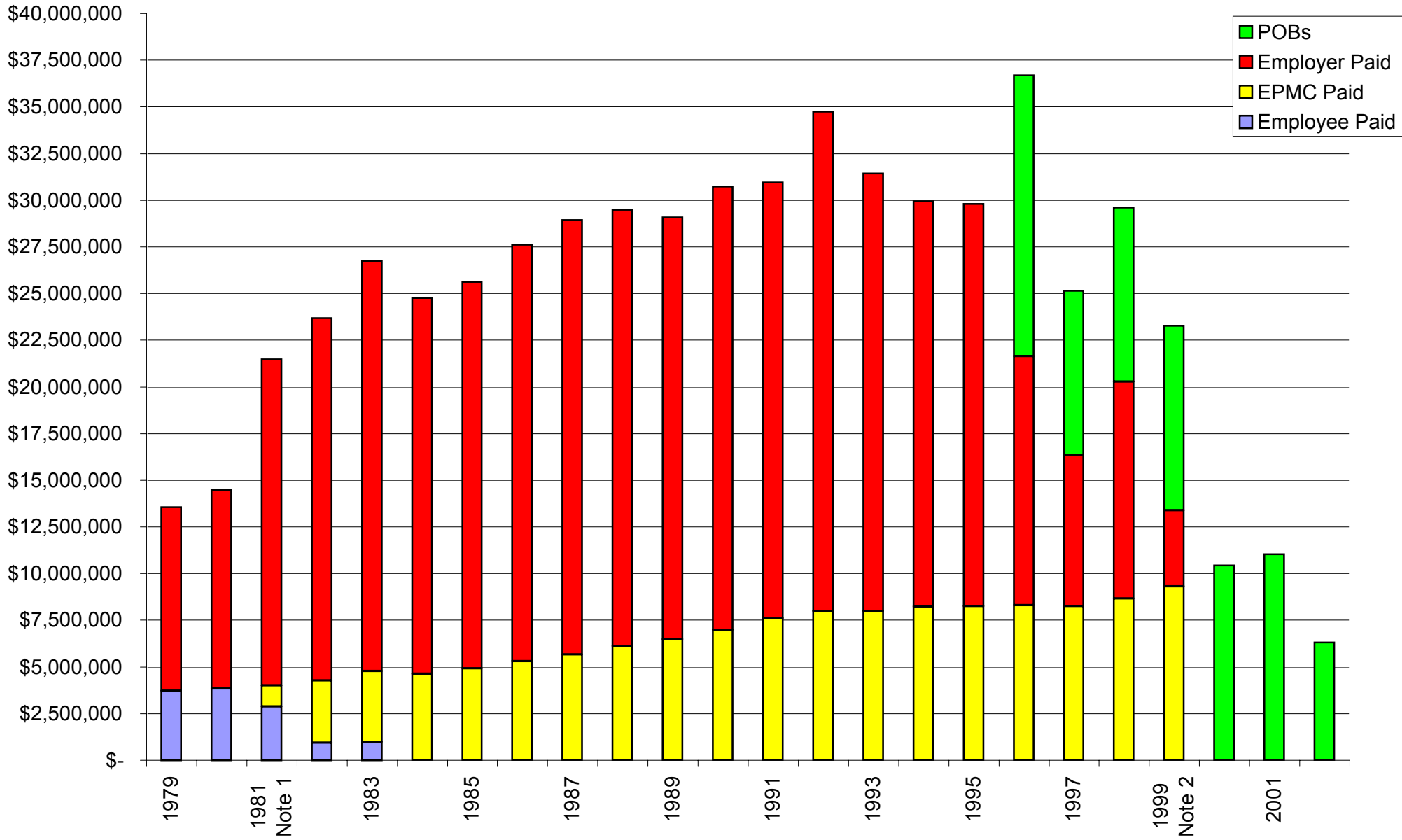
Attachments

cc: Christine F. Shippey, Deputy City Manager
Reginald I. Harrison, Deputy City Manager
Suzanne Mason, Acting Deputy City Manager
Kevin Boylan, Acting Director of Human Resources
Mike Killebrew, Budget Manager/Assistant City Controller

Total Miscellaneous Payroll Subject to PERS - 1979 Through 2002



CITY OF LONG BEACH
MISCELLANEOUS EMPLOYEES
TOTAL CalPERS CONTRIBUTIONS AND POB DEBT SERVICE PAYMENTS
STATE FYE June 30, 1979 THROUGH June 30, 2002



Notes to Miscellaneous Table

NOTE 1: Employee contribution not quite 7% likely due to the exclusion from wages for FICA of \$133/mo/employee.

EPMC History: 11/29/80, City 4%, EE's 3%; 6/27/81 - City 6%, EE's 1%; 7/9/83 - City full 7% for misc. ee's.

Also, FY 81 contributions reflect the 6/1/80 amendment to provide 5% COLA for all safety and miscellaneous employees.

NOTE 2: City went superfunded for Employer rates beginning with payday 11/13/98 (payperiod 11/6/98). Thus no payments were made to PERS for Employer Contris from Nov. 1998 on

NOTE 3: City went superfunded for Employee rates beginning 7/2/99. Thus no payments were made to PERS for Employee Contris from July 1999 on.

NOTE 4: Effective 10/89, City established 2nd tier of benefits. 2%@60, 2% COLA, 3 yr average salary.

Effective FY 96, City increased Tier 1 & 2 benefits to 2%@55. Tier 1 still has 5% COLA & highest yr salary; Tier 2 has 2% COLA & 3 yr ave. salary.

Created Tier 3: 2%@60, 2% COLA, 3 yr ave. salary. Effective ~8/10/01, Tier 3 benefits were increased to Tier 2 benefit levels (2@55, 2% COLA, 3yr average), and Tier 3 was terminated.

NOTE 5: In 1996, City changed its fiscal year to 9/30. 1996 had a 15 month year. For purposes of this analysis, the 1996 numbers have been converted to 12 months ending 6/30/96.

All subsequent numbers are 12 months as of 6/30, which is the PERS fiscal year.

NOTE 6: POB's issued in Fall 1995. In August 2002, the City refunded a portion of the 1995 POBs to provide level debt service for certain funds.

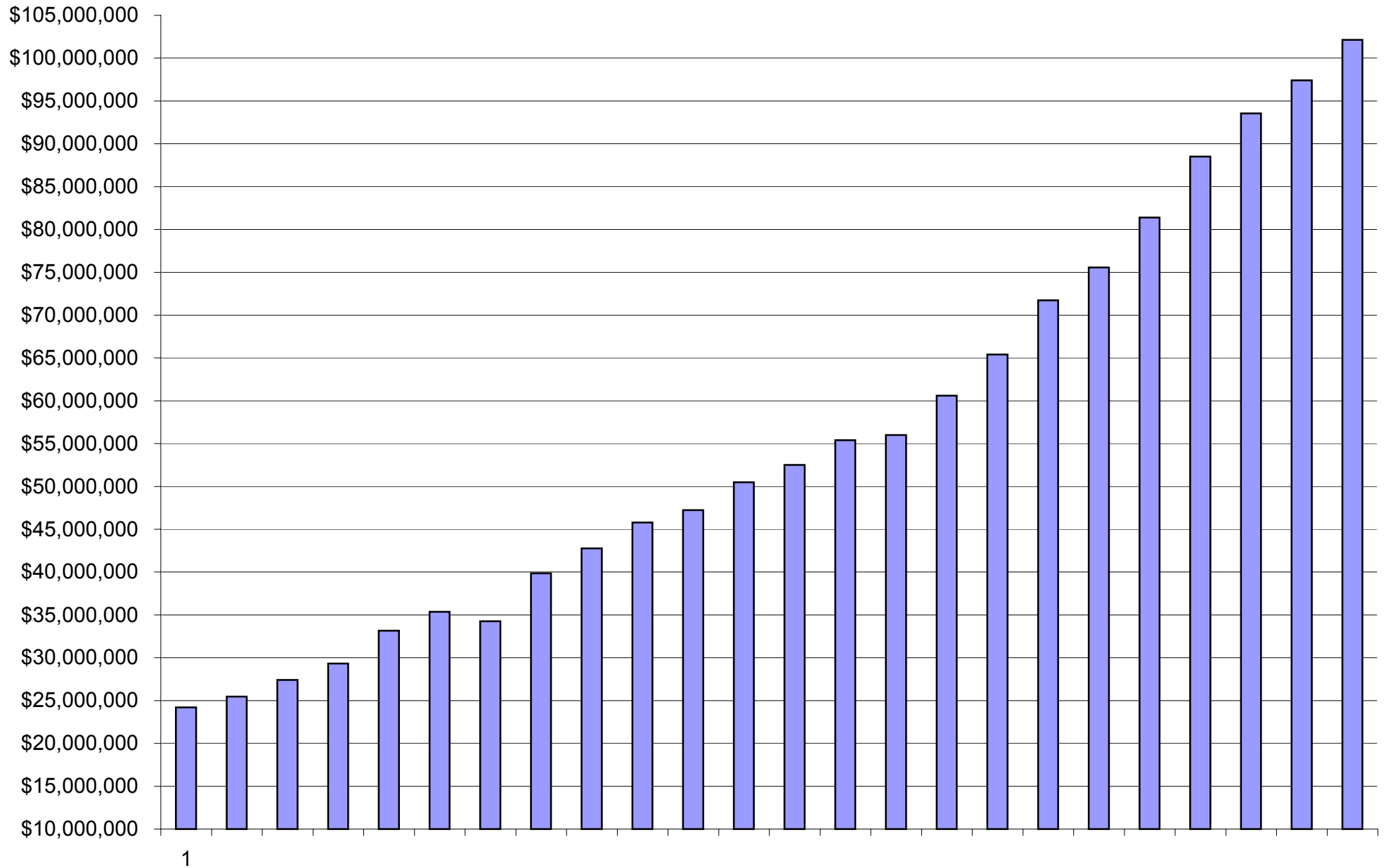
The result was a decrease in the debt service for the General Fund and related Internal Service and other funds. Approximately \$24million of the 1995 POBs are still outstanding, mainly for the Port and other enterprise operations that did not want to extend the debt service maturity.

The 1st year of the 1995 Pension Obligation Bond Payments was \$15mm because the City was required by the bond issue to make 2 fiscal year payments up front.

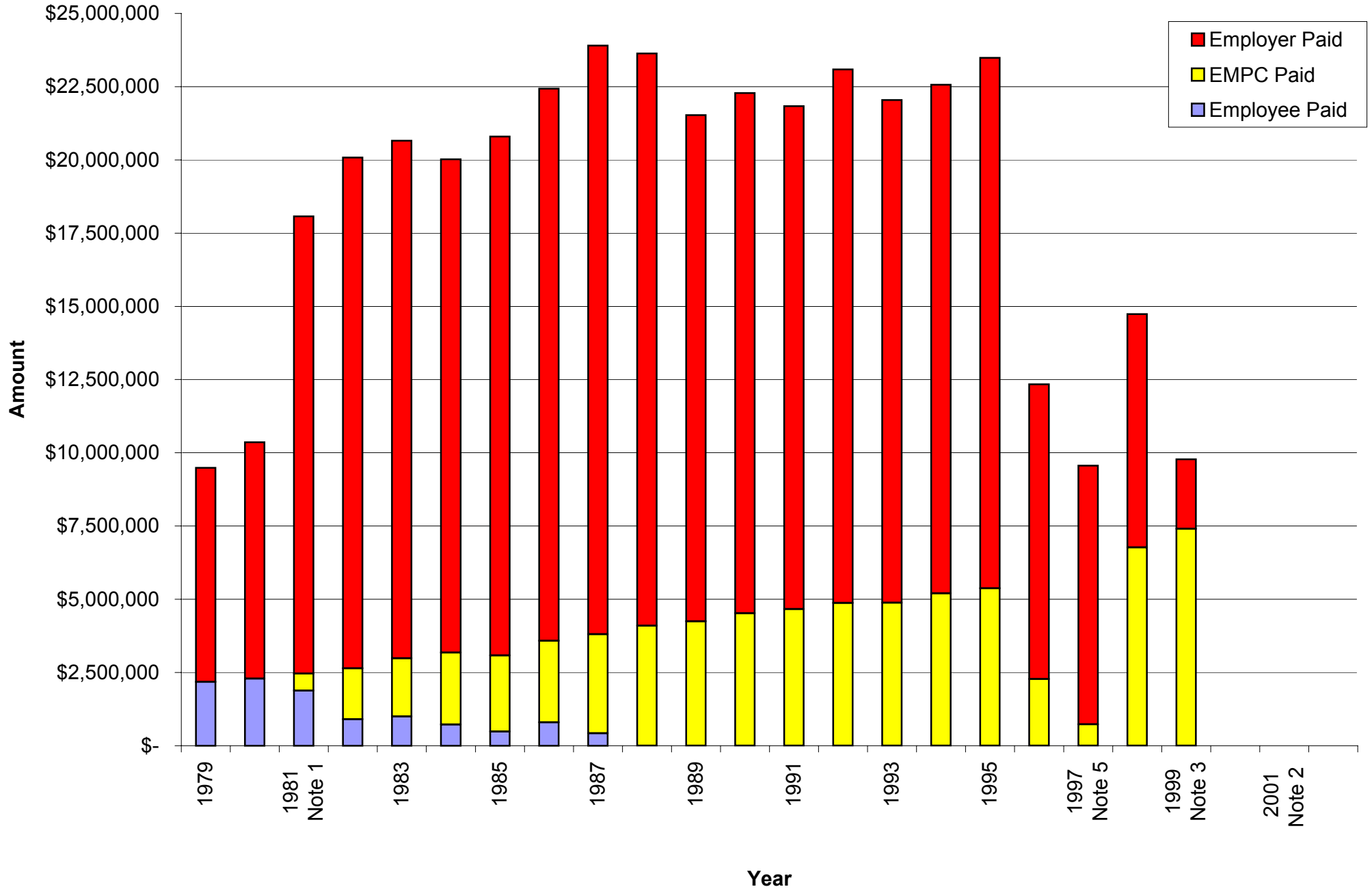
The Bond payments are made on a prepaid basis.

NOTE 7: Effective 8/24/02, City increased Misc benefits to 2.7% @ 55 for Tiers 1 & 2. Tier 1 retains 5% COLA; Tier 2 retains 2% COLA

Total Safety Payroll Subject to PERS - 1979 Through 2002



CITY OF LONG BEACH
SAFETY EMPLOYEES
TOTAL CalPERS CONTRIBUTIONS
STATE FYE June 30, 1979 THROUGH June 30, 2002



Notes to Safety Table

- NOTE 1: City EPMC history: 11/29/80 - City 4%, EE's 5%; 6/27/81 - City 6%, EE's 3%; 7/9/83 - City 7%, EE's 2%; 7/5/86 - City 8%, EE's 1%; 7/4/87 - City full 9%
Also, FY 81 contributions reflect the 6/1/80 amendment to provide 5% COLA for all safety and miscellaneous employees.
- NOTE 2: In 10/89, City negotiated Tier 2 level of benefits for all Safety. Plan called for 2% @ 55, 2% COLA, 3 yr average salary.
Effective 9/30/98 PERS Contract was amended to provide Tier 2 Fire & Lifeguards with Tier 1 PERS benefits, except for the 5% COLA.
Effective 7/1/2001 PERS Contract was amended to provide Tier 2 Police with Tier 1 PERS benefits, except for the 5% COLA.
Safety PERS benefits increased to 3% @ 50 effective 8/01 for Police, and 11/01 for Fire and Lifeguards. Tier 1 retained 5% COLA; Tier 2 retained 2% COLA
- NOTE 3: **City went superfunded for Employer rates beginning with payday 11/13/98 (payperiod 11/6/98). Thus no payments were made to PERS for Employer Contris from Nov. 1998 on. City went superfunded for Employee rates beginning 7/2/99. Thus no payments were made to PERS for Employee Contris from July 1999 on.**
- NOTE 4: In 1996, City changed its fiscal year to 9/30. 1996 had a 15 month year. For purposes of this analysis, the 1996 numbers have been converted to 12 months ending 6/30/96.
All subsequent numbers are 12 months as of 6/30, which is the PERS fiscal year.
- NOTE 5: Beginning in FYE '96, the Safety Plan began experiencing surpluses, which by law were eligible for offset against employer contributions. During FY 6/30/96, the City reduced its employer contributions by \$8,893,400.
During fye 6/30/97, the City deducted an additional surplus of \$13,887,814, including the \$2.6mm balance of the FY 96 surplus, from Safety PERS contributions.

Attachment 7

Status of Fund Balances

Summary of Projected Ending Fund Balances at 9/30/03

As of November 30, 2002 (Unaudited)

General Fund

| | FY 03 (5) Adopted Budget Ending Fund Balance as of 10/1/02 | FY 03 (6) Current Adj Budget Ending Fund Balance as of 11/30/02 | FY 03 (7) Estimated (ETC) Ending Fund Balance as of 11/30/02 |
|-----------------------------------|---|--|---|
| Unrestricted Fund Balance (1) | \$ 2,509,471 | \$ 2,450,234 | \$ 2,450,234 |
| Reserves: | | | |
| <u>Designated (2):</u> | | | |
| Council Designated Emergency (8) | \$ 32,946,443 | \$ 32,946,443 | \$ 32,946,443 |
| GP Reserve Account (8) | 2,500,000 | 2,500,000 | 2,500,000 |
| FY 01 RDA Statutory Pass Thru | 442,820 | 442,820 | 442,820 |
| FY 02 RDA Statutory Pass Thru | 564,344 | 564,344 | 564,344 (9) |
| FY 03 RDA Statutory Pass Thru | - | - | 782,478 (9) |
| Bus Shelter NLB PAL | 212,456 | 270,631 | 270,631 (9) |
| Police Helicopter Sale Proceeds | 316,324 | 316,324 | - (10) |
| Sports Park Project | 700,000 | 700,000 | 700,000 |
| Subtotal Designated | \$ 37,682,388 | \$ 37,740,563 | \$ 38,206,717 |
| <u>Restricted (3):</u> | | | |
| Cash Basis Account | \$ 1,486,141 | \$ 1,486,141 | \$ 1,486,141 |
| Asset Forfeiture | 5,395,911 | 5,396,836 | 2,597,047 (11) |
| 2001 Parking Plaza Bond Reserve | 905,196 | 905,196 | 901,785 |
| ECOC Equipment Lease | 9,663,287 | 9,663,287 | - (12) |
| 2002 Public Safety Facility Bonds | 5,090,434 | 5,090,434 | 2,813,287 (13) |
| LB Museum of Art Bonds | 138,044 | 138,180 | 138,180 |
| Subtotal Restricted | \$ 22,679,012 | \$ 22,680,074 | \$ 7,936,439 |
| Total Reserves | \$ 60,361,400 | \$ 60,420,636 | \$ 46,143,156 |
| Total Fund Balance (4) | \$ 62,870,871 | \$ 62,870,871 | \$ 48,593,390 |

Notes:

- 1) Unrestricted Fund Balance is amount projected to be available for appropriation next fiscal year.
- 2) Designated Reserves are earmarked by Council action, but are not legally restricted.
- 3) Restricted Reserves are legally restricted to the purpose specified.
- 4) Total Fund Balance includes Unrestricted Fund Balance, Designated and Restricted Reserves.
- 5) Adopted Budget Ending Fund Balance equals the year-end fund balance as projected at the time of FY 03 budget adoption and including actual year-end information for the previous year - FY 02.
- 6) Current Adjusted Budget Ending Fund Balance equals the Adopted Budget Ending Fund Balance, plus or minus Council authorized budget adjustments and unplanned revenues.
- 7) ETC Ending Fund Balance equals the Current Adjusted Budget Ending Fund Balance, plus or minus anticipated changes to expenditures, revenues or reserves.
- 8) Emergency Reserves include Council Designated Emergency and GP Reserve Account Reserves (\$35.4M).
- 9) Available to balance FY 04 budget gap.
- 10) Entire reserve amount to be used for the purchase of Police Helicopter in FY 03.
- 11) A portion of the Asset Seizure Reserve is to be used for the purchase of the Police Helicopter in FY 03. The future lease payments are also earmarked from the Asset Forfeiture Reserve in future years.
- 12) The ECOC Equipment Lease proceeds will be added to fund balance in the 1st quarter budget adjustment.
- 13) The Public Safety Bonds proceeds will be added to fund balance through a mid-year budget adjustment.

Summary of Projected Ending Fund Balances at 9/30/03

As of November 30, 2002 (Unaudited)

Special Advertising and Promotion Fund

| | FY 03 (5) Adopted Budget Ending Fund Balance as of 10/1/02 | FY 03 (6) Current Adj Budget Ending Fund Balance as of 11/30/02 | FY 03 (7) Estimated (ETC) Ending Fund Balance as of 11/30/02 |
|-------------------------------|---|--|---|
| Unrestricted Fund Balance (1) | \$ 309,991 | \$ 309,991 | \$ 309,991 |
| Reserves: | | | |
| <u>Designated (2):</u> | | | |
| NONE | \$ - | \$ - | \$ - |
| Subtotal Designated | \$ - | \$ - | \$ - |
| <u>Restricted (3):</u> | | | |
| NONE | \$ - | \$ - | \$ - |
| Subtotal Restricted | \$ - | \$ - | \$ - |
| Total Reserves | \$ - | \$ - | \$ - |
| Total Fund Balance (4) | \$ 309,991 | \$ 309,991 | \$ 309,991 |

Notes:

- 1) Unrestricted Fund Balance is amount projected to be available for appropriation for the next fiscal year. As this amount comes from the Convention Center parking surcharge. The surcharge revenues are restricted as to use by State law and must only be spent in the Tidelands area.
- 2) Designated Reserves are earmarked by Council action, but are not legally restricted.
- 3) Restricted Reserves are legally restricted to the purpose specified.
- 4) Total Fund Balance includes Unrestricted Fund Balance, Designated and Restricted Reserves
- 5) Adopted Budget Ending Fund Balance equals the year-end fund balance as projected at the time of FY 03 budget adoption and including actual year-end information for the previous year - FY 02.
- 6) Current Adjusted Budget Ending Fund Balance equals the Adopted Budget Ending Fund Balance, plus or minus Council authorized budget adjustments and unplanned revenues.
- 7) ETC Ending Fund Balance equals the Current Adjusted Budget Ending Fund Balance, plus or minus anticipated changes to expenditures, revenues or reserves.

Summary of Projected Ending Fund Balances at 9/30/03

As of November 30, 2002 (Unaudited)

Civic Center Fund

| | FY 03 (5) Adopted Budget Ending Fund Balance as of 10/1/02 | FY 03 (6) Current Adj Budget Ending Fund Balance as of 11/30/02 | FY 03 (7 & 8) Estimated (ETC) Ending Fund Balance as of 11/30/02 |
|------------------------------------|---|--|---|
| Unrestricted Fund Balance (1) | \$ 18,336,487 | \$ 17,974,081 | \$ 17,974,081 |
| Reserves: | | | |
| <u>Designated (2):</u> | | | |
| Reserve for 911 CIP Project | \$ 4,738,969 | \$ 4,738,969 | \$ - |
| Subtotal Designated | \$ 4,738,969 | \$ 4,738,969 | \$ - |
| <u>Restricted (3):</u> | | | |
| 1997 Civic Center Project Series A | \$ 13,405,900 | \$ 13,768,307 | \$ - |
| Subtotal Restricted | \$ 13,405,900 | \$ 13,768,307 | \$ - |
| Total Reserves | \$ 18,144,869 | \$ 18,507,275 | \$ - |
| Total Fund Balance (4) | \$ 36,481,356 | \$ 36,481,356 | \$ 17,974,081 |

Notes:

- 1) Unrestricted Fund Balance is the amount projected to be available for appropriation next fiscal year. Includes amounts for all-years subfund(s) carried over from previous fiscal year(s) and \$15.7 million of this is committed to public safety and City Hall projects.
- 2) Designated Reserves are earmarked by Council action, but are not legally restricted.
- 3) Restricted Reserves are legally restricted to the purpose specified.
- 4) Total Fund Balance includes Unrestricted Fund Balance, Designated and Restricted Reserves.
- 5) Adopted Budget Ending Fund Balance equals the year-end fund balance as projected at the time of FY 03 budget adoption and including actual year-end information for the previous year - FY 02.
- 6) Current Adjusted Budget Ending Fund Balance equals the Adopted Budget Ending Fund Balance, plus or minus Council authorized budget adjustments and unplanned revenues.
- 7) ETC Ending Fund Balance equals the Current Adjusted Budget Ending Fund Balance, plus or minus anticipated changes to expenditures, revenues or reserves.
- 8) ETC Reserves are projected to be zero based on anticipated use of the funds for the ECOC.

Summary of Projected Ending Fund Balances at 9/30/03

As of November 30, 2002 (Unaudited)

General Services Fund

| | FY 03 (5) Adopted Budget Ending Fund Balance as of 10/1/02 | FY 03 (6) Current Adj Budget Ending Fund Balance as of 11/30/02 | FY 03 (7) Estimated (ETC) Ending Fund Balance as of 11/30/02 |
|-------------------------------|---|--|---|
| Unrestricted Fund Balance (1) | \$ 5,438,170 | \$ 5,438,170 | \$ 5,438,170 |
| Reserves: | | | |
| <u>Designated (2):</u> | | | |
| NONE | | | |
| Subtotal Designated | \$ - | \$ - | \$ - |
| <u>Restricted (3):</u> | | | |
| NONE | | | |
| Subtotal Restricted | \$ - | \$ - | \$ - |
| Total Reserves | \$ - | \$ - | \$ - |
| Total Fund Balance (4) | \$ 5,438,170 | \$ 5,438,170 | \$ 5,438,170 |

Notes:

- 1) Unrestricted Fund Balance is the amount projected to be available for appropriation next fiscal year.
- 2) Designated Reserves are earmarked by Council action, but are not legally restricted.
- 3) Restricted Reserves are legally restricted to the purpose specified.
- 4) Total Fund Balance includes Unrestricted Fund Balance, Designated and Restricted Reserves.
- 5) Adopted Budget Ending Fund Balance equals the year-end fund balance as projected at the time of FY 03 budget adoption and including actual year-end information for the previous year - FY 02.
- 6) Current Adjusted Budget Ending Fund Balance equals the Adopted Budget Ending Fund Balance, plus or minus Council authorized budget adjustments and unplanned revenues.
- 7) ETC Ending Fund Balance equals the Current Adjusted Budget Ending Fund Balance, plus or minus anticipated changes to expenditures, revenues or reserves.

Summary of Projected Ending Fund Balances at 9/30/03

As of November 30, 2002 (Unaudited)

Fleet Services Fund

| | FY 03 (5) Adopted Budget Ending Fund Balance as of 10/1/02 | FY 03 (6) Current Adj Budget Ending Fund Balance as of 11/30/02 | FY 03 (7) Estimated (ETC) Ending Fund Balance as of 11/30/02 | |
|---------------------------------------|---|--|---|-----|
| Unrestricted Fund Balance (1) | \$ 12,939,320 | \$ 13,542,831 | \$ 13,542,831 | |
| Reserves: | | | | |
| <u>Designated (2):</u> | | | | |
| NONE | | | | |
| Subtotal Designated | \$ - | \$ - | \$ - | |
| <u>Restricted (3):</u> | | | | |
| Robert Shaw Fleet Land Sale Proceeds | \$ 5,004,974 | \$ 4,399,978 | \$ - | (8) |
| Towing & Willow 92 Proj Balance | 42,633 | 42,633 | - | (9) |
| 98 Temple /Willow BFA Orig COI/Rev | 1,065 | - | - | |
| 98 Towing & Willow Orig Proj Proceeds | 18,482 | 18,538 | 18,538 | |
| 98 Temple & Willow BFA | 1,915,946 | 1,917,876 | 1,917,876 | |
| 98 Temple & Willow BFA | 559,845 | 560,409 | 560,409 | |
| Subtotal Restricted | \$ 7,542,945 | \$ 6,939,434 | \$ 2,496,823 | |
| Total Reserves | \$ 7,542,945 | \$ 6,939,434 | \$ 2,496,823 | |
| Total Fund Balance (4) | \$ 20,482,265 | \$ 20,482,265 | \$ 16,039,654 | |

Notes:

- 1) Unrestricted Fund Balance is amount projected to be available for appropriation next fiscal year. Includes amounts for all-years subfund(s) carried over from previous fiscal year(s) and \$5.5 million is committed to capital and construction projects.
- 2) Designated Reserves are earmarked by Council action, but are not legally restricted.
- 3) Restricted Reserves are legally restricted to the purpose specified.
- 4) Total Fund Balance includes Unrestricted Fund Balance, Designated and Restricted Reserves.
- 5) Adopted Budget Ending Fund Balance equals the year-end fund balance as projected at the time of FY 03 budget adoption and including actual year-end information for the previous year - FY 02.
- 6) Current Adjusted Budget Ending Fund Balance equals the Adopted Budget Ending Fund Balance, plus or minus Council authorized budget adjustments and unplanned revenues.
- 7) ETC Ending Fund Balance equals the Current Adjusted Budget Ending Fund Balance, plus or minus anticipated changes to expenditures, revenues or reserves.
- 8) Entire reserve amount to be used for the ECOC.
- 9) Entire reserve amount to be expended or returned to bonding agency.

Summary of Projected Ending Fund Balances at 9/30/03

As of November 30, 2002 (Unaudited)

Insurance Fund

| | FY 03 (5) Adopted Budget Ending Fund Balance as of 10/1/02 | FY 03 (6) Current Adj Budget Ending Fund Balance as of 11/30/02 | FY 03 (7) Estimated (ETC) Ending Fund Balance as of 11/30/02 |
|-------------------------------|---|--|---|
| Unrestricted Fund Balance (1) | \$ 5,458,723 | \$ 5,458,723 | \$ 5,458,723 |
| Reserves: | | | |
| <u>Designated (2):</u> | | | |
| NONE | | | |
| Subtotal Designated | \$ - | \$ - | \$ - |
| <u>Restricted (3):</u> | | | |
| NONE | | | |
| Subtotal Restricted | \$ - | \$ - | \$ - |
| Total Reserves | \$ - | \$ - | \$ - |
| Total Fund Balance (4) | \$ 5,458,723 | \$ 5,458,723 | \$ 5,458,723 |

Notes:

- 1) Unrestricted Fund Balance is the amount projected to be available for appropriation next fiscal year. For the Insurance Fund, City Charter restricts the use of these funds to Insurance related matters. Includes amounts for all-years subfund(s) carried over from previous fiscal year(s).
- 2) Designated Reserves are earmarked by Council action, but are not legally restricted.
- 3) Restricted Reserves are legally restricted to the purpose specified.
- 4) Total Fund Balance includes Unrestricted Fund Balance, Designated and Restricted Reserves.
- 5) Adopted Budget Ending Fund Balance equals the year-end fund balance as projected at the time of FY 03 budget adoption and including actual year-end information for the previous year - FY 02.
- 6) Current Adjusted Budget Ending Fund Balance equals the Adopted Budget Ending Fund Balance, plus or minus Council authorized budget adjustments and unplanned revenues.
- 7) ETC Ending Fund Balance equals the Current Adjusted Budget Ending Fund Balance, plus or minus anticipated changes to expenditures, revenues or reserves.

Summary of Projected Ending Fund Balances at 9/30/03

As of November 30, 2002 (Unaudited)

Gas Fund

| | FY 03 (5) Adopted Budget Ending Fund Balance as of 10/1/02 | FY 03 (6) Current Adj Budget Ending Fund Balance as of 11/30/02 | FY 03 (7) Estimated (ETC) Ending Fund Balance as of 11/30/02 |
|--------------------------------|---|--|---|
| Unrestricted Fund Balance (1) | \$ 7,940,973 | \$ 7,952,150 | \$ 7,952,150 |
| Reserves: | | | |
| <u>Designated (2):</u> | | | |
| Emergency Reserve | \$ 8,000,000 | \$ 8,000,000 | \$ 8,000,000 |
| Subtotal Designated | \$ 8,000,000 | \$ 8,000,000 | \$ 8,000,000 |
| <u>Restricted (3):</u> | | | |
| Cost of Issuance 1993 Bonds | \$ 11,177 | \$ - | \$ - |
| Gas Revenue Bonds | 796,941 | 796,941 | 796,941 |
| 1993 Revenue Bond Reserve Fund | 1,067,723 | 1,067,723 | 1,067,723 |
| Subtotal Restricted | \$ 1,875,840 | \$ 1,864,663 | \$ 1,864,663 |
| Total Reserves | \$ 9,875,840 | \$ 9,864,663 | \$ 9,864,663 |
| Total Fund Balance (4) | \$ 17,816,813 | \$ 17,816,813 | \$ 17,816,813 |

Notes:

- 1) Unrestricted Fund Balance is the amount projected to be available for appropriation next fiscal year. Includes amounts for all-years subfund(s) carried over from previous fiscal year(s).
- 2) Designated Reserves are earmarked by Council action, but are not legally restricted.
- 3) Restricted Reserves are legally restricted to the purpose specified.
- 4) Total Fund Balance includes Unrestricted Fund Balance, Designated and Restricted Reserves.
- 5) Adopted Budget Ending Fund Balance equals the year-end fund balance as projected at the time of FY 03 budget adoption and including actual year-end information for the previous year - FY 02.
- 6) Current Adjusted Budget Ending Fund Balance equals the Adopted Budget Ending Fund Balance, plus or minus Council authorized budget adjustments and unplanned revenues.
- 7) ETC Ending Fund Balance equals the Current Adjusted Budget Ending Fund Balance, plus or minus anticipated changes to expenditures, revenues or reserves.

Summary of Projected Ending Fund Balances at 9/30/03

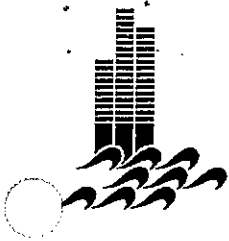
As of November 30, 2002 (Unaudited)

Towing Fund

| | FY 03 (5) Adopted Budget Ending Fund Balance as of 10/1/02 | FY 03 (6) Current Adj Budget Ending Fund Balance as of 11/30/02 | FY 03 (7) Estimated (ETC) Ending Fund Balance as of 11/30/02 |
|-------------------------------|---|--|---|
| Unrestricted Fund Balance (1) | \$ 508,420 | \$ 508,420 | \$ 508,420 |
| Reserves: | | | |
| <u>Designated (2):</u> | | | |
| NONE | | | |
| Subtotal Designated | \$ - | \$ - | \$ - |
| <u>Restricted (3):</u> | | | |
| NONE | | | |
| Subtotal Restricted | \$ - | \$ - | \$ - |
| Total Reserves | \$ - | \$ - | \$ - |
| Total Fund Balance (4) | \$ 508,420 | \$ 508,420 | \$ 508,420 |

Notes:

- 1) Unrestricted Fund Balance is amount projected to be available for appropriation next fiscal year.
- 2) Designated Reserves are earmarked by Council action, but are not legally restricted.
- 3) Restricted Reserves are legally restricted to the purpose specified.
- 4) Total Fund Balance includes Unrestricted Fund Balance, Designated and Restricted Reserves.
- 5) Adopted Budget Ending Fund Balance equals the year-end fund balance as projected at the time of FY 03 budget adoption and including actual year-end information for the previous year - FY 02.
- 6) Current Adjusted Budget Ending Fund Balance equals the Adopted Budget Ending Fund Balance, plus or minus Council authorized budget adjustments and unplanned revenues.
- 7) ETC Ending Fund Balance equals the Current Adjusted Budget Ending Fund Balance, plus or minus anticipated changes to expenditures, revenues or reserves.

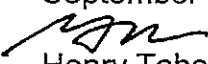


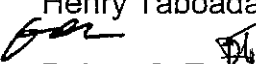
City of Long Beach

Working Together to Serve

Memorandum

Date: September 17, 2002

To:  Henry Taboada, City Manager

From:  Robert S. Torres, CFO/Director of Financial Management

To: Mayor and City Members of the City Council

Subject: City Fund Descriptions and Restrictions

As requested by Councilwoman Laura Richardson-Batts at the September 10, 2002 City Council meeting, we are providing the attached document (Attachment 1) which briefly describes each of the City's 35 funds. The document also provides narrative regarding restrictions under which the City must manage those funds.

Also attached is the latest update to pages 26 and 27 of the FY 03 Proposed Budget (Attachment 2). This update incorporates the City's latest revenue and expenditure estimates, and reflects events that have transpired since the date on which the Proposed Budget was transmitted to the Mayor.

The City's funding structure is extremely complex and requires us to maintain a similarly complex, yet highly structured accounting and budget structure. Our financial systems are organized in a manner allowing us to comply not only with Generally Accepted Accounting Principles (GAAP), but also to meet Federal, State and debt issue requirements. Note that within the 35 funds for which the City Council adopts annual budgets, we maintain over 380 subfunds. Within those subfunds we budget and account for many thousands of separate and distinct grant and project structures, all of which must be kept in balance at all times. The City's budget document and audited financial statements are summaries of the overall structure, and are prepared in such a manner as to present an accurate, thorough and concise picture of the City's finances.

Also attached, per the Councilwoman's request is the 20-year history of the transfer from the Gas Fund to the General Fund (Attachment 3). The total of all transfers from FY 84 to the proposed FY 03 transfer is \$317,353,000.

As always, we are available to answer any questions you may have.

Attachments

Cc: Gary Burroughs, City Auditor
Robert Shannon, City Attorney
Jerry Miller, Assistant City Manager
Chris Shippey, Deputy City Manager
Reggie Harrison, Deputy City Manager

Fund Descriptions MK 09 02 cover.doc and Fund Descriptions MK 09 02 R5.doc

FUND DESCRIPTIONS

Attachment 1

Note Fund Name

1. General Fund

The General Fund is used to account for financial resources applicable to the general governmental operations of the City. Note that the FY 03 budget was balanced using \$37 million of non-emergency reserves.

Not included in the estimated ending FY 03 fund balance is the City Council designated \$32.9 million emergency reserve, nor City Charter Section 1707 General Purpose Reserve Account of \$2.5 million (combined \$35.4 million "Emergency Reserve"). Also not included is the City Charter Section 1716 required Cash Basis Account reserve of \$1.486 million, asset seizure reserves set-aside for debt payments for the recent purchase of Police helicopters, or certain debt restricted reserves.

2. Health Fund

The Health Fund is used to account for core public health activities. Funding comes from Federal and State grants (47%); State Assembly Bill 1288 vehicle license fees (VLF) and sales taxes (combined 33%); health permits, fees and charges for services (18%); and, the General Fund (2%).

Realignment (AB1288) funds are restricted by State law to certain health services and specifically exclude services such as hospital maintenance, animal control and refuse collection, among others.

Included in the FY '03 proposed budget is a \$328,000 operating transfer from the Capital Projects Fund 1982, specifically the hospital land sale proceeds subfund, to pay debt service on the Health facility bonds (see Capital Projects Fund below for more information).

The General Fund transfer in the proposed FY 03 budget is \$743,000 and represents 2 percent of the total Health Fund funding. These funds are designated to cover Health grant match requirements, to fund hazmat cleanup and social service programs.

Of the estimated FY 03 ending fund balance, \$153,000 is from grant and tax funding sources and is therefore restricted as to use. The balance of approximately \$750,000 represents a 2.5 percent emergency reserve.

3. Parking and Business Area Improvement Fund

The Parking and Business Improvement Area (PBIA) Fund is used to account for assessments and special fees collected in the City's PBIA areas – Downtown, Belmont Shore, and Bixby Knolls; the Belmont Shore Mello-Roos Community Facilities District (BS-CFD); and the Property and Business Improvement Districts (PBID's) – Magnolia Industrial Group and the Downtown Long Beach. These funds are restricted as to use to maintain, improve and promote retail activities in the areas from which the revenues are generated.

4. Special Advertising & Promotions Fund

The Special Advertising and Promotion Fund (SAP) is used to account for certain Transient Occupancy Tax (TOT) revenues. Per the City's Municipal Code Section

FUND DESCRIPTIONS

3.64, these funds are restricted as to use for advertising, promotion and public relations projects which call attention to the City. The Convention and Visitors Bureau (CVB), certain costs associated with the Toyota Grand Prix of Long Beach, a portion of the City's support for the Public Corporation of the Arts and Rose Parade float, and the Junior Concert Band are examples of programs paid for by this fund. Note that revenue in this fund is highly susceptible to changes in the local tourist and convention industry.

Revenue from a Convention Center parking surcharge is also accounted for in this fund. The surcharge revenues are restricted as to use by State law and must only be spent in the Tidelands area. The surcharge has been used mostly to fund Convention Center improvements.

The aggregate TOT rate in the City is 12 percent, with half of the total revenue being deposited into the General Fund. The other half of the revenue is split between the Redevelopment Agency (RDA) and SAP, with RDA receiving the portion attributable to hotels in the RDA Downtown Project Area. RDA's portion is pledged to the Aquarium Bonds and then to repay the Harbor Fund for a \$30 million Convention Center Loan.

The TOT was grandfathered in as a special tax, pre-dating Prop 13 and Prop 218, and therefore did not require voter approval.

5. Upland Oil Fund

The Upland Oil Fund is used to account for revenues and related costs for the City's oil production operations, and for accumulating reserves to pay for the City's portion of oil well abandonment and site-clearance liabilities. The \$2.3 million estimated FY '03 ending fund balance is a designated reserve set-aside to cover the \$4.1 million in estimated current and future oil well abandonment costs.

Net revenue from this fund is regularly transferred to the General Fund, and a transfer of \$4.2 million is in the FY 03 proposed budget. During the 1980's and 1990's, these annual transfers were as high as \$4.7 million per year, while FY 02's transfer peaked at \$5.0 million.

6. Housing Development Fund

The Housing Development Fund is used to account for the 20% tax increment set-aside funds received from the Redevelopment Agency, as well as other sources of funding restricted for new development and rehabilitation of low- and moderate-income housing in the City as defined by State Redevelopment Law Section 33334.3, and by Federal and State grants.

7. Belmont Shore Parking Meter Fund

The Belmont Shore Parking Meter Revenue Fund was established by City Council Ordinance C-6219 to account for parking revenues in Belmont Shore. Revenues are restricted as to use to pay bond debt service, and to acquire, construct, improve and operate parking facilities and equipment in Belmont Shore.

FUND DESCRIPTIONS

8. Business Assistance Fund

The Business Assistance Fund, funded solely by the Redevelopment Agency (RDA), is used to account for RDA monies designated to fund business loans, promotion of business entities, commercial and retail services, including business attraction, retention and expansion.

Monies received from loan repayments to this fund are restricted for use in the loan program or to be returned to the specific RDA project area account from which the monies originated.

9. Community Development Grants Fund

The Community Development Grants Fund is used to account for funds received from the Federal and State governments. Funding from the Department of Housing and Urban Development (HUD) included in this fund is restricted to specific programs and capital outlays that better the community's living environment by improving and developing depressed and blighted areas and includes CDBG, HOME and other smaller HUD grants.

Also included is funding received from the U.S. Department of Labor's Workforce Investment Act (WIA) and Welfare to Work (WTW) programs, and the U.S. Department of Education's School to Career program. All are restricted to promote job training and placement to economically disadvantaged, unemployed, and underemployed persons.

Also included in this fund are smaller restricted grants managed by the City's Community Development Department including Shelter Plus Care, Rental Rehabilitation and Family Safety programs.

10. Park Development Fund

The Park Development Fund was established by City Ordinance C-6567 to account for developer impact fees collected by the City which are restricted as to use to fund parkland acquisition and recreation improvements.

11. Gasoline Tax Street Improvement Fund

The Gasoline Tax Street Improvement Fund is used to account for gasoline tax funds apportioned under the State Streets and Highway Code, as well as other restricted sources dedicated to transportation improvements. The entire fund balance is restricted for street-related construction and maintenance. Approximately \$6 million per year is transferred from this fund to the General Fund to reimburse the City for eligible street maintenance costs.

12. Transportation Fund

The Transportation Fund is used to account for the City's share of an additional 1 percent sales tax, which was approved by the Los Angeles County electorate as Proposition A and Proposition C, and is collected by the County to finance certain transportation projects.

FUND DESCRIPTIONS

Proposition A funds, at approximately \$6 million per year, are restricted as to use for public transit services, with 70% required to be transferred to Long Beach Transit. Approximately \$3.4 million is estimated to remain in this fund at the end of FY '03.

Proposition C funds are restricted as to use for public transit purposes which maintain, improve or expand public transit, reduce traffic congestion or increase mobility. Approximately \$13 million is estimated to remain in this fund at the end of FY '03.

13. Capital Projects Fund

The Capital Projects Fund was established to account for resources used for the acquisition or construction of major capital improvements, except those financed by enterprise funds (e.g. Airport, Water and Gas), internal service funds (General Services) or trust funds (Harbor and Tidelands). At the conclusion of FY 03, this fund is estimated to have approximately \$29.4 million in ending fund balance that are categorized into three areas: general funds, Traffic Mitigation Program (TMP) and Hospital Land Sale proceeds.

The general funds category is programmed for the sidewalk repair program, Americans with Disabilities Act (ADA) improvements, park improvements, Public Safety and City facility improvements and other City capital projects. Also included are funds set-aside to meet required Federal and State capital grant cash match requirements. The estimated FY '03 ending fund balance in this category is approximately \$20 million.

The second category is the revenue from TMP fees charged to developers. These funds are restricted for use on specific traffic mitigation projects. The estimated FY 03 ending fund balance is approximately \$8 million.

The third category is remaining proceeds from the 1982 sale of land to Memorial Medical Center. These funds were used in the past to fund social services programs and more recently are programmed to make debt service payments for the bonds issued to construct the Health Department headquarters. Approximately \$1 million is estimated to remain at the end of FY '03.

14. Civic Center Fund

The Civic Center Fund is used to account for activities directed at maintaining and operating the Civic Center including City Hall, the Main Library, City Hall East and the main Public Safety buildings, as well related parking. Three subfunds have estimated balances included in the FY 03 ending fund balance and include the Operating, Capital and Bond Improvement subfunds.

The operating subfund is used to account for operating and maintaining the Civic Center complex and parking garages, as well as \$3.6 million in annual debt service payments. Funding comes from City departments located in the Civic Center complex and through indirect costs allocated to enterprise funds that benefit from services rendered by those in City Hall. The estimated FY 03 ending fund balance for this subfund is \$1.6 million and represents an approximate ten percent operating reserve.

FUND DESCRIPTIONS

The capital subfund accounts for money designated for Civic Center repairs including critical City Hall elevator and Main Library repairs. The estimated FY 03 ending fund balance for this subfund is approximately \$130,000.

The Civic Center Bond Improvement subfunds which account for monies restricted to projects listed in the bond indenture including the Emergency Communications and Operations Center (ECOC), the public safety building, Fire Station No 1, the crime lab, City Hall east temporary Police Headquarters and partial funding for the City Hall elevator refurbishment. Again, the estimated FY 03 ending fund balance of \$12.6 million is restricted.

15. General Services Fund

The General Services Fund is used to account for the Technology Services Department's (TSD) services. Revenue for this fund comes from charges to other City departments that utilize TSD services. TSD services include the operation, maintenance and replacement of the City's: computer mainframe, network and desktop computer equipment; mainframe and network data processing operations and telecommunications equipment; software upgrades, maintenance, application development and implementation; telephone, wireless and video communications; City Goods Store; Rideshare/AQMD compliance program; property disposal and sales; and, central mailing and reprographic services.

Examples of services to be paid for by this fund in FY 03 include \$3.4 million for public safety and other phone services, \$2.7 million for network and personal computer lease payments, \$1.5 million for postage, and \$1.2 million for mainframe computer maintenance, and equipment and software licenses.

The estimated ending fund balance set aside is \$6.3 million. The City is building this fund balance to pay for replacement of the City's radio systems to comply with Federal requirements and is estimated to cost in excess of \$10 million.

16. Fleet Services Fund

The Fleet Services Fund is used to account for the City's purchase, maintenance and replacement of fleet vehicles and equipment including Police and Fire vehicles and apparatus, trash trucks, street sweepers and other City vehicles. Included in this fund are also Fleet Facility debt service payments and the City's underground fuel tank program.

Vehicle replacements proposed in the FY 03 budget include: \$5.6 million to replace 27 refuse trucks that range in age from 7 to 13 years old; \$1.4 million to replace two fire trucks, one that is 17 years old and the other 19 years old; and, \$320,000 to replace 16 Police motorcycles that average 7 years of age.

Of the \$9.0 million estimated FY '03 ending fund balance: \$2.9 million is restricted for capital projects per bond indenture and is part of the funding for the Emergency Communications and Operations Center (ECOC); \$1.1 million is set-aside for the fuel tank program; and, \$0.4 million is a restricted bond reserve.

FUND DESCRIPTIONS

The remaining estimated FY 03 ending fund balance of \$4.6M is being accumulated to fund the replacement of the City's aging fleet of public safety vehicles and apparatus, refuse, street sweeping and other vehicles.

17. Insurance Fund

The Insurance Fund, established by City Charter Section 1715, is used to account for the City's self-insurance programs and includes the risk management-related activities such as workers' compensation, general liability and property protection. All City funds contribute a pro-rata share to this fund to pay for the City's self-insurance program's administrative and claims costs. Claims against the City are paid out of this fund. The only exception to this is the Harbor Department purchases its own general liability insurance, but they do participate in the City's workers' compensation program.

In past years, the City paid several multi-million dollar judgments. Two examples of past claims include: the City was found to be partially at fault in an auto collision involving a fleeing suspect in which a person was permanently disabled. The City, as the "deep pocket", had to pay \$11 million; and, in the early 1990's, the City lost a \$3 million civil rights lawsuit to a former Police commander.

This fund's Retained Earnings, as shown in the FY '01 audited financial statements and which takes into account projected long-term liabilities, has an accumulated deficit of \$14.5 million. The deficit results from recognizing projected long-term liabilities and is an estimate calculated using a methodology agreed to by the City Auditor. This fund is not considered to be in jeopardy of running out of cash, unless an unanticipated large court judgment is levied against the City. The estimated FY 03 ending fund balance of \$4.9 million is considered sufficient to meet current and near-term claims and expenses.

As mentioned above, large judgments have been levied against the City in the past. The possibility for future adverse judgments is taken into account when determining the adequacy of this reserve. However, the City's self-insured retention level (similar to a deductible) varies depending on the City insurance policies in effect on the incident date. It is currently at \$3 million, but was as high as \$12 million in the early 1990's. The deductible on the insurance policies has varied based the affordability of Insurance at the time purchased.

18. Employee Benefits Fund

The Employee Benefits Fund was created to better account for the payment of payroll taxes, compensated absences (sick leave, vacation, holiday, etc.), retirement, health insurance and in-hospital indemnity insurance. City departments contribute to this fund each pay period for every employee. Also included in this fund is a trust account established per negotiated union contract (MOU) to fund a portion of health insurance premiums.

This fund's Retained Earnings, as shown in the FY 01 audited financial statements and which takes into account projected long-term liabilities, has an accumulated deficit of \$25.8 million. The deficit results from recognizing long-term liabilities calculated by an Actuary and is related to retired employee health benefits. This fund is not considered to be in jeopardy of running out of cash. The estimated FY 03 ending fund

FUND DESCRIPTIONS

balance of \$9.8 million is considered sufficient to meet current and near-term expenses.

19. Tidelands Funds

The Tidelands Funds are used to account for operations, programming, maintenance, development and debt payments related to the City's beaches and waterways, including the Convention Center and Hyatt Hotel leases, the Queen Mary properties, the Aquarium of the Pacific, Rainbow Harbor area maintenance and Pike at Rainbow Harbor project, the City's marinas, and other areas in the Tideland Trust. Operations include Police, Fire, Lifeguards, Refuse, Park and Beach maintenance, lease management and other support functions. Also included in this fund are rent payments to the Parking Authority Fund to cover the debt payments related to the City's Aquarium Parking Structure bonds, and revenues and expenses for the Aquarium itself.

These funds are restricted per State law and City Charter Section 1710 to the benefit of the tidelands area and cannot be transferred to the General Fund other than to pay for services.

This fund is heavily dependant on support from the Harbor Fund and the Tideland Oil Revenue Fund. This fund has had a structural deficit for over a decade, but has been supported by one-time revenues including use of Marina fund balance in the early 1990's and higher than anticipated Tidelands oil revenue transfers in the late 1990's. This fund is projected to face a deficit in excess of \$5 million in FY 04 should one-time revenues not materialize. The projected deficit is due to the simple fact that beaches and waterways are expensive to maintain and secure, and have large annual debt payments, yet do not for the most part have self-sufficient income producing properties.

20. Tideland Oil Revenue Fund

The Tideland Oil Revenue Fund is used to account for revenue and expenses related to oil operations within the tidelands area. These funds are restricted as to use for Tidelands oil operations per State law and City Charter Section 1709. A portion of the net revenue from this fund is transferred to the Tidelands Fund, with the balance paid to the State.

21. Reserve for Subsidence Fund

The Reserve for Subsidence Fund is used to account for the accumulation of funds used to minimize and remedy future land sinkage due to Tidelands area oil operations. These funds are restricted as to use for these purposes per State law and City Charter Section 1711.

22. Gas Fund

The Gas Fund is used to account for revenues and costs associated with providing natural gas services and to meet the energy needs of all customers in a safe and efficient manner, at the lowest practical cost, and to ensure quality services and system reliability. An emergency reserve of \$8.2 million, or approximately 10% of the City's gas utility operating expenses, has been established.

FUND DESCRIPTIONS

Note, however, that the City is responsible for moving a City-owned gas pipeline in the Bolsa Chica area. Cost estimates range anywhere from \$4 million to \$6 million. The City was recently notified by the State, subsequent to producing the City's FY 03 proposed budget, that the pipeline must be moved by October 2003. This cost is not reflected in the proposed budget, but will be brought to the City Council for approval once cost estimates are firmed up.

This fund is transferring \$7.85 million to the General Fund in FY 02. Included in the FY 03 proposed budget is a transfer of \$15.35 million to the General Fund, including \$8 million that was set-aside in FY 01 during the natural gas crisis.

23. Energy Services Fund

The Energy Services Fund is used to meet the electric commodity needs of City operations. The estimated FY '03 ending fund balance of \$53,000 is not restricted as to use.

24. Water Fund

The Water Fund is used to account for revenues and costs associated with the provision of potable and reclaimed water. Costs incurred relate to the operation, maintenance and construction of related systems needed to meet the needs of the citizens of Long Beach. This fund is restricted by City Charter Section 1407 and not available for non-water related functions or projects.

25. Sewer Fund

The Sewer Fund is used to account for revenues and costs associated with maintaining and rehabilitating the City's sewer system, and for the operation of the City's storm drain system. This fund is restricted by City Charter Section 1407 and not available for non-sewer related functions or projects.

26. Airport Fund

The Airport Fund accounts for revenues and costs associated with operating, maintaining and construction of the Long Beach Airport, which is intended to meet the air transportation needs of the Long Beach community and to link it with the nation's transportation system. All balances in the Airport fund are restricted to Airport use under Federal Aviation Administration (FAA) regulations and by debt covenants.

27. Refuse/Recycling Fund

This fund is used to account for refuse collection and disposal services, as well as for recycled materials collection and processing. The City Council approved a rate increase on September 10, 2002 to stabilize this fund's financial condition and to ensure its future solvency.

28. SERRF Fund

The Southeast Resource Recovery Facility (SERRF) Fund is used to account for revenues and costs associated with operating and maintaining the City's waste-to-

FUND DESCRIPTIONS

energy plant. An operating reserve requirement for SERRF has been established as required by the Joint Powers Authority (JPA) agreement between the City of Long Beach and the County Sanitation District of Los Angeles. The JPA issued the debt that financed SERRF's construction. Revenues generated by SERRF, in addition to funding its operations, are pledged to repay the bonds; however, in the event that SERRF revenues are not sufficient to cover the bond payments, the bonds are payable from all funds lawfully available to the City.

The SERRF reserve requirement has been accumulated per the JPA agreement to cover future projected operating losses expected after FY 08. The estimated fund balance at FY '03 is \$32.6 million and per the JPA agreement is to build to \$35 million by FY 08. The amount in excess of the JPA required reserve requirement may be allocated equally to the City and the County upon mutual agreement.

29. SERRF – JPA Fund

The SERRF Joint Powers Authority (JPA) Fund accounts for the bonds that were issued to finance the planning, design, procurement, construction and startup of the SERRF waste-to-energy facility. The source of revenue for repayment of the bonds is in the form of a lease payment from the SERRF Fund. These funds are restricted as to use by the bond indenture and may not be transferred to other City funds.

30. Towing Fund

The Towing Fund is used to account revenues and costs associated with the City's towing services. These services are primarily used by the Police and Public Works departments to remove, from City streets, vehicles that have been involved in traffic accidents, abandoned or parked illegally. The estimated ending fund balance at FY 03 is \$707,000. An operating transfer to the General Fund of \$750,000 is included in the FY 03 proposed budget. An ending fund balance is desired to provide flexibility needed to adequately respond to Police Department requests for service.

31. Harbor Fund

The Harbor Fund, established per City Charter Section 1209, is used to account for the revenues and associated operating, maintenance, development and debt service costs related to the Harbor area ("Port of Long Beach"). The Harbor area is part of the Tidelands area under State law, but is segregated from the Tidelands Operating Fund per the City Charter. This fund is legally restricted under State law for Tidelands uses, but is further restricted under the City Charter for Port uses, and may not be transferred to other City funds. The City Charter allows for an up to 10 percent transfer of the Harbor Fund's net income to the Tidelands Fund; this option has been exercised since FY 95.

32. Parking Authority Fund

The Parking Authority Fund is used to account for debt service payments for the City's Aquarium parking structure bonds. This fund is restricted as to use by State law because it is part of the Tidelands Trust, and further by the bonds.

FUND DESCRIPTIONS

33. Housing Authority Fund

The Housing Authority Fund is used to account for revenues received by the City to operate various programs that assist lower income households. The primary activity is the U.S. Department of Housing and Urban Development's (HUD) Section 8 Program, which provides housing assistance. Other activities include the City's replacement Housing and Tenant Relocation Programs. This fund is restricted for use by the Housing Authority for specific programs and may not be transferred to other City funds.

34. Redevelopment Agency Fund

The Redevelopment Agency Fund is used to account for property tax increment and other revenue restricted for use in the seven Redevelopment Project Areas (Central, North Long Beach, Downtown, West Beach, West Long Beach Industrial, Poly High, and Los Altos). Funds are used to pay debt obligations and to support the redevelopment projects. A basic goal of Redevelopment Agencies is to eliminate blighted conditions in a community.

Examples of activities and expenditures the RDA is authorized to carry out include: acquisition of property; property management and disposition; site preparation; removal of graffiti; public facilities improvements except for City Hall; low- and moderate-income housing; associated relocation costs; hazardous substance cleanups; rehabilitation loans for commercial buildings; assist in financing industrial or manufacturing facilities and equipment; rehabilitation of property in the project area; and can issue tax-exempt revenue bonds for the purpose of providing loans to non-profit organizations for multifamily rental housing.

Note that to pay for public facilities improvements, the expenditure must benefit the project area, must have no other reasonable means of financing, must assist in eliminating at least one blighting condition, and must be consistent with the project area's implementation plan.

Examples of activities and expenditures the RDA is prohibited from doing include: Payments of industrial or commercial site development costs which the site owner is already obliged to pay; payments for normal maintenance and operating costs of publicly owned facilities; and, direct or indirect costs to construct or rehabilitate City Hall.

FUND DESCRIPTIONS

RDA's FY 03 estimated ending fund balance of \$25.2 million is committed as follows (in thousands):

| RDA Area | Bond Payment Reserves (A) | Harbor/ Public Works Reserves (B) and (C) | Other Reserves (D), (E) and (F) | FY 03 Estimated Ending Fund Balance |
|-----------------|----------------------------------|--|--|--|
| Central | \$ - | \$ - | \$ - | \$ - |
| Poly High | 221 | - | 230 | 451 |
| West Beach | 835 | - | 246 | 1,081 |
| West LB Ind'l | 2,539 | 1,119 | - | 3,658 |
| Downtown | 7,274 | - | 179 | 7,453 |
| Los Altos | - | - | - | - |
| North LB | 3,016 | 7,703 | - | 10,719 |
| Project Income | - | - | 1,829 | 1,829 |
| Totals | \$ 13,885 | \$ 8,822 | \$ 2,484 | \$ 25,191 |

(A) The total for all project areas of \$13.885 million is a voluntary reserve equal to the FY 03 debt service payment for all the outstanding bonds.

(B) West Long Beach Industrial's Project Area's estimated \$1.119 million ending fund balance is legally committed to repay a loan from the Harbor Fund.

(C) North Long Beach Project Area's \$7.703 million is committed for projects and programs in the area.

(D) The Project Income fund balance of \$1.829 million is a designated reserve intended to subsidize existing project area financings, if needed, and to cover West Long Beach Industrial Project area's operating expenditures that are in excess of the allowable amount permitted by the Harbor loan agreement. This designated reserve amount is \$1.2 million short of the desired reserve of \$3.0 million.

(E) Poly High Project Area's \$230,000 and West Beach Project Area's \$246,000 in estimated ending fund balance is earmarked to subsidize other project areas 20% housing set-aside requirements and/or to cover unanticipated State mandated Education Revenue Augmentation Fund (ERAF).

(F) Downtown Project Area's \$179,000 of estimated ending fund balance is set-aside to partially fund its FY 04 bond payment.

As shown above, the Los Altos Project Area is estimated to have no FY 03 ending fund balance. If there were to be a fund balance, it is pledged for the interproject loan payable to the West Long Beach Project Area under the loan agreement # WS159.

35. CUPA Fund

The Certified Unified Program Agency (CUPA) Fund was established by the City to account for services relating to hazardous waste material. The City of Signal Hill also participates in the services through a Joint Powers Agreement (JPA), whereby the City of Long Beach conducts annual inspections at facilities in Signal Hill as well as Long

FUND DESCRIPTIONS

Beach. These services are paid for through annual permit fees collected from businesses located in both cities. This fund is restricted for use by the JPA for these services and may not be transferred to other City funds.

Summary of Resources & Expenditures by Fund Fiscal Year 2003

| | Note # | Estimated Fund Balance 10/1/2002 | Reserves/ Adjustments to Fund Balance | Total Revenues | Total Resources | Operating Expenditures | Capital Improvement Expenditures | Debt Service | Total Expenditures | Estimated Fund Balance 9/30/2003 |
|---------------------------------------|--------|--|---|-------------------|--------------------|---------------------------|--|-----------------|-----------------------|--|
| GENERAL FUNDS | | | | | | | | | | |
| General | 1 | \$ 0 | \$ 9,186,877 (b) | \$ 361,686,443 | \$ 370,873,120 | \$ 355,037,016 | \$ 6,939,355 (c) | \$ 8,896,749 | \$ 370,873,120 | \$ 0 |
| Total | | \$ 0 | \$ 9,186,877 | \$ 361,686,443 | \$ 370,873,120 | \$ 355,037,016 | \$ 6,939,355 | \$ 8,896,749 | \$ 370,873,120 | \$ 0 |
| SPECIAL FUNDS | | | | | | | | | | |
| Health | 2 (a) | \$ 1,819,893 | \$ - | \$ 28,627,883 | \$ 30,447,776 | \$ 29,216,250 | \$ - | \$ 328,000 | \$ 29,544,250 | \$ 903,525 |
| Parking And Business Area Improvement | 3 | 303,615 | - | 1,925,517 | 2,229,132 | 1,834,555 | - | - | 1,834,555 | 394,577 |
| Special Advertising & Promotion | 4 | 625,596 | - | 5,180,001 | 5,815,597 | 5,757,618 | - | - | 5,757,618 | 57,980 |
| Upland Oil | 5 | 1,999,162 | - | 8,970,000 | 10,969,162 | 8,647,000 | - | - | 8,647,000 | 2,322,162 |
| Housing Development | 6 (a) | 7,301,328 | - | 7,512,100 | 14,813,428 | 12,550,208 | - | - | 12,550,208 | 2,263,220 |
| Belmont Shore Parking Meter | 7 | 234,948 | - | 430,500 | 685,448 | 261,337 | - | - | 261,337 | 424,111 |
| Business Assistance | 8 | 729,377 | - | 2,647,000 | 3,376,377 | 2,397,484 | - | 215,000 | 2,612,484 | 763,893 |
| Community Development Grants | 9 (a) | 724,898 | - | 25,285,768 | 26,010,666 | 25,887,963 | - | - | 25,887,963 | 126,703 |
| Park Development | 10 | 379,747 | - | 515,000 | 894,747 | 544,818 | - | 83,400 | 628,218 | 266,529 |
| Gasoline Tax Street Improvement | 11 (a) | 3,693,848 | - | 10,885,972 | 14,559,820 | 6,308,973 | 4,557,000 | - | 10,865,973 | 3,693,847 |
| Transportation | 12 (a) | 16,646,025 | - | 12,431,026 | 29,077,051 | 6,112,369 | 6,550,110 | - | 12,662,479 | 16,414,572 |
| Capital Projects | 13 (a) | 29,951,554 | - | 8,052,058 | 38,003,712 | 778,000 | 7,777,058 | - | 8,555,058 | 29,448,653 |
| Assessment District | | - | - | - | - | - | - | - | - | - |
| Total | | \$ 64,410,090 | \$ - | \$ 112,452,825 | \$ 176,862,915 | \$ 100,296,578 | \$ 18,884,168 | \$ 626,400 | \$ 119,807,144 | \$ 57,055,771 |
| INTERNAL SERVICE FUNDS | | | | | | | | | | |
| Civic Center | 14 (a) | \$ 14,812,158 | \$ 7,185,116 (b) | \$ 1,289,800 | \$ 23,087,074 | \$ 4,113,437 | \$ 1,000,000 | \$ 3,612,889 | \$ 8,726,326 | \$ 14,360,748 |
| General Services | 15 | 6,901,034 | - | 39,050,179 | 45,951,213 | 35,969,389 | - | - | 39,642,157 | 6,309,056 |
| Fleet Services | 16 (a) | 7,129,924 | - | 28,065,488 | 35,205,412 | 23,747,361 | - | - | 24,497,204 | 8,960,847 |
| Insurance | 17 | 20,616,486 | - | 21,236,335 | 41,852,821 | 36,930,988 | - | - | 36,930,988 | 4,921,833 |
| Employee Benefits | 18 | 9,114,367 | 2,498,615 (b) | 123,828,754 | 135,241,736 | 116,342,062 | - | - | 116,342,062 | 19,899,674 |
| Total | | \$ 58,583,970 | \$ 9,683,731 | \$ 213,270,556 | \$ 281,338,257 | \$ 217,103,237 | \$ 1,000,000 | \$ 18,927,844 | \$ 237,030,881 | \$ 44,307,375 |
| TIDELANDS FUNDS | | | | | | | | | | |
| Tidelands Funds | 19 (a) | \$ 17,921,300 | \$ - | \$ 73,101,875 | \$ 91,023,175 | \$ 61,191,653 | \$ 963,899 | \$ 13,678,196 | \$ 75,833,748 | \$ 15,189,427 |
| Tideland Oil Revenue | 20 | 20,043,665 | - | 40,967,928 | 61,011,593 | 19,243,400 | - | - | 19,243,400 | 41,768,193 |
| Reserve For Subsidence | 21 | 142,127,825 | - | 5,338,800 | 147,464,625 | 3,314,800 | - | - | 3,314,800 | 144,149,825 |
| Total | | \$ 180,092,791 | \$ - | \$ 119,406,603 | \$ 299,499,394 | \$ 83,749,853 | \$ 963,899 | \$ 13,678,196 | \$ 98,391,948 | \$ 201,107,445 |
| ENTERPRISE FUNDS | | | | | | | | | | |
| Gas | 22 (a) | \$ 13,020,594 | \$ - | \$ 83,425,576 | \$ 96,446,170 | \$ 84,090,508 | \$ 3,135,000 | \$ 1,041,640 | \$ 88,267,148 | \$ 8,179,022 |
| Energy Services | 23 (a) | 47,274 | - | 6,225 | 53,499 | - | - | - | - | 53,499 |
| Water | 24 | 18,102,011 | - | 77,355,000 | 95,457,011 | 50,744,248 | 24,557,490 | 4,106,198 | 79,407,936 | 16,049,075 |
| Sewer | 25 | 14,821,585 | - | 8,881,400 | 23,702,985 | 7,078,037 | 2,525,000 | - | 9,603,037 | 14,099,948 |
| Airport | 26 | 519,420 | - | 22,857,122 | 23,376,542 | 14,012,758 | 565,000 | - | 15,867,753 | 7,508,789 |
| Refuse/Recycling | 27 | 3,725,858 | - | 29,220,480 | 32,946,338 | 29,612,781 | - | - | 29,612,781 | 3,333,557 |
| SERRF | 28 | 51,075,104 | - | 41,141,036 | 92,216,140 | 59,588,901 | - | - | 59,588,901 | 32,619,239 |
| SERRF-JPA | 29 | 1,065,897 | - | 13,462,333 | 14,528,230 | - | - | - | - | 14,528,230 |
| Towing | 30 | 1,304,573 | - | 5,345,028 | 6,649,601 | 5,942,442 | - | 12,967,503 | 12,967,503 | 1,560,727 |
| Total | | \$ 103,682,317 | \$ - | \$ 281,694,200 | \$ 385,376,517 | \$ 251,077,676 | \$ 30,772,490 | \$ 19,415,336 | \$ 301,265,502 | \$ 84,111,015 |
| SUBSIDIARY AGENCIES-FUNDS | | | | | | | | | | |
| Harbor | 31 | \$ 192,178,156 | \$ - | \$ 562,253,000 | \$ 754,431,156 | \$ 85,408,857 | \$ 258,416,000 | \$ 95,398,442 | \$ 439,223,299 | \$ 315,207,858 |
| Parking Authority | 32 | 222,576 | - | 579,730 | 802,306 | 6,928 | - | 501,849 | 508,777 | 293,529 |
| Housing Authority | 33 | 2,746,064 | - | 43,742,859 | 46,488,923 | 43,748,768 | - | - | 43,748,768 | 2,740,156 |
| Redevelopment | 34 (a) | 49,981,900 | - | 32,335,864 | 82,317,764 | 40,333,314 | - | - | 40,333,314 | 42,648,450 |
| CUPA | 35 | 216,287 | - | 901,542 | 1,117,829 | 827,368 | - | 16,806,059 | 17,633,427 | 25,178,391 |
| Total | | \$ 245,344,983 | \$ - | \$ 639,812,995 | \$ 885,157,978 | \$ 170,325,234 | \$ 258,416,000 | \$ 112,706,350 | \$ 541,447,584 | \$ 343,710,394 |
| TOTAL | | \$ 651,914,151 | \$ 18,870,408 | \$ 1,728,323,622 | \$ 2,399,108,181 | \$ 1,177,589,593 | \$ 316,975,912 | \$ 174,250,875 | \$ 1,868,816,180 | \$ 730,282,001 |

Note # - see attached sheet for Fund Descriptions

(a) Fund balance may include appropriations for grants and projects in all-year sub-funds that are committed, thus not available.
(b) Adjustments and reserves.

(c) General Fund CIP total of \$6,939,355 is included in the Capital Projects total of \$316,975,912. It is shown in the General Fund line to illustrate the General Fund's contribution to citywide CIPs.

GAS FUND

(MILLIONS)

| | Fiscal Year Ended 6/30/84 | Fiscal Year Ended 6/30/85 | Fiscal Year Ended 6/30/86 | Fiscal Year Ended 6/30/87 | Fiscal Year Ended 6/30/88 | Fiscal Year Ended 6/30/89 | Fiscal Year Ended 6/30/90 | Fiscal Year Ended 6/30/91 | Fiscal Year Ended 6/30/92 | Fiscal Year Ended 6/30/93 | Ten Year Average |
|----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------|
| Beginning Fund Balance | \$ 20,818 | \$ 21,973 | \$ 32,859 | \$ 20,251 | \$ 9,158 | \$ 15,707 | \$ 14,449 | \$ 12,506 | \$ 14,872 | \$ 19,200 | \$ 18,179 |
| Net Revenues | \$ 9,787 | \$ 20,018 | \$ (2,976) | \$ 39 | \$ 16,621 | \$ 12,742 | \$ 13,307 | \$ 19,366 | \$ 21,328 | \$ 15,682 | \$ 12,591 |
| Subtotal | \$ 30,605 | \$ 41,991 | \$ 29,883 | \$ 20,290 | \$ 25,779 | \$ 28,449 | \$ 27,756 | \$ 31,872 | \$ 36,200 | \$ 34,882 | \$ 30,771 |
| Transfer | \$ (8,632) | \$ (9,132) | \$ (9,632) | \$ (11,132) | \$ (10,072) | \$ (14,000) | \$ (15,250) | \$ (17,000) | \$ (17,000) | \$ (17,000) | \$ (12,885) |
| Ending Fund Balance | \$ 21,973 | \$ 32,859 | \$ 20,251 | \$ 9,158 | \$ 15,707 | \$ 14,449 | \$ 12,506 | \$ 14,872 | \$ 19,200 | \$ 17,882 | \$ 17,886 |

| | Fiscal Year Ended 6/30/94 | Fiscal Year Ended 6/30/95 | 15 Months Ended 9/30/96 | Fiscal Year Ended 9/30/97 | Fiscal Year Ended 9/30/98 | Fiscal Year Ended 9/30/99 | Fiscal Year Ended 9/30/00 | Fiscal Year Ended 9/30/01 | Est to Close FY Ended 9/30/02 | Proposed Budget FY 03 | Ten Year Average |
|----------------------------|---------------------------------|---------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|--|-----------------------------|---------------------|
| Beginning Fund Balance | \$ 17,882 | \$ 19,467 | \$ 28,468 | \$ 30,915 | \$ 20,734 | \$ 17,859 | \$ 22,894 | \$ 19,747 | \$ 7,250 | \$ 5,021 | \$ 19,024 |
| Net Revenues | \$ 21,585 | \$ 29,501 | \$ 36,447 | \$ 19,719 | \$ 18,125 | \$ 24,385 | \$ 11,041 | \$ 1,867 | \$ 5,622 | \$ 10,509 | \$ 17,880 |
| Subtotal | \$ 39,467 | \$ 48,968 | \$ 64,915 | \$ 50,634 | \$ 38,859 | \$ 42,244 | \$ 33,935 | \$ 21,614 | \$ 12,872 | \$ 15,530 | \$ 36,904 |
| Gen Fund Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (8,000) | \$ - | \$ 8,000 | \$ - |
| Transfer | \$ (20,000) | \$ (20,500) | \$ (34,000) | \$ (29,900) | \$ (21,000) | \$ (19,350) | \$ (14,188) | \$ (6,364) | \$ (7,851) | \$ (15,350) | \$ (18,850) |
| Ending Fund Balance | \$ 19,467 | \$ 28,468 | \$ 30,915 | \$ 20,734 | \$ 17,859 | \$ 22,894 | \$ 19,747 | \$ 7,250 | \$ 5,021 | \$ 8,180 | \$ 18,054 |

| TWENTY YEAR TOTAL TRANSFER TO GENERAL FUND |
|--|
| \$ (317,353) |

Attachment 8

List of Previous Revenue-Generating Ideas

Revenue Generation Ideas Committee

For Staff Training only: Pck5.8.1

| | Description | Fund | Author | Estimated Revenue | Assigned to | Level | Status: Completed/Reviewed/ In Process |
|---|--|-------|---------|-------------------|-------------|-----------|--|
| Citywide Marketing and Sponsorship | | | | | | | |
| 1. | Aggressively pursue City-Wide Marketing Strategy to include corporate sponsorship (e.g., signs on City vehicles) (Marketing Comm.) | GP/TF | Fire | | Phil Hester | Immediate | Underway |
| 2. | Allow a gaming boat(s) to dock in the City and take people offshore | GP/TF | | | Chris Davis | Mid-Term | Legal Issue - Report Pending |
| 3. | Allow gambling on the Queen Mary | GP/TF | | | Chris Davis | Mid-Term | Legal Issue - Report Pending |
| 4. | Development and brand enhancement of the "Long Beach" brands, as in City Store goods | GP | | | Phil Hester | Mid-Term | Pending |
| 5. | Sell advertising on City's website | GP | Library | | E. Schmidt | Immediate | See Report - Refer to E-Government Committee |
| | Report: Presently the City/County of Honolulu is the only city with advertising on its website. (Salt Lake City is looking at it, but would probably limit it to Olympic advertising.) Honolulu has a partnership with eGovNet and its subsidiary eGovAds. They are currently generating about \$100,000 a year; 60% goes to the city/county and 40% to eGovNet. Their head of IT feels it could easily be worth \$200,000 a year and probably more. (In their budget of \$1 billion, it's "immaterial," so they are not aggressively pursuing it. It's more like an experiment.) For Honolulu he didn't feel that website advertising would support their website, which is 14,000 pages. The advertising was a way to offset costs with eGovNet. Their plan was to have 10 advertisers on a rotating basis; 6 places were sold; 4 are vacant due to the downturn of the dot.coms. He thought eGovAds was planning to charge advertisers about \$5,000 a month. ### | | | | | | |
| 6. | Sell City Info. (e.g. Medical Info) (Legal) (Charles Parkin) | GP | Fire | | Skip Beck | Immediate | Legal - Report Pending |
| Marketing City-Wide Data | | | | | | | |
| 1. | Marketing of Web-Based Data for RMS (Legal) (Charles Parkin) | | | | Skip Beck | Immediate | Legal - Report Pending |
| Department-Specific Revenues | | | | | | | |
| 1. | Initiate a Paramedic subscription program; similar to Huntington Beach - Gel Models | GP | Fire | 200,000 | Skip Beck | Mid-Term | Update Report Pending |
| 2. | Initiate a non-emergency transportation system so the Fire Dept. assumes the transportation of inter-facility patients to hospitals that pay for this, along with BLS transportation service instead of having the private ambulances perform this activity. (BLS) | GP | Fire | | Skip Beck | Mid-Term | Information available. Policy decision |

Legend:
 Immediate FY 01-02
 Mid-Term FY 02-03
 Long-Term FY 03+

| | <u>Option</u> | <u>Fund</u> | <u>Author</u> | <u>Estimated Revenue</u> | <u>Assigned to</u> | <u>Level</u> | <u>Status: Completed/Reviewed/In Process</u> |
|-------------------------------|--|-------------|---------------|--------------------------|--------------------|--------------|---|
| 3. | Renegotiate the contract with the City of Signal Hill for Fire Service. While we recover \$900,000 for services provided (which were made available by relocating existing resources thereby giving Long Beach a "windfall profit") the services we provide are valued at approximately \$1.3 million. In addition to the foregoing, the renegotiations should include charging for Fire Prevention services. (Yes) | GP | Fire | | Skip Beck | Immediate | Report Pending |
| 4. | Establish a Container Tax/Fee for Port cargo – this fee would be collected to offset the costs of fire services, which are required to be available due to the amount and type of cargo moved through the Port. | GP | Fire | | A. Hough | Long-Term | See Report - Policy Decision |
| | Report: <i>Description</i> : Assigning a fee per port container as a means to generate revenue. <i>Pros</i> : 1. A fee, not a tax. 2. Paid by other, not taxing ourselves. 3. Only requires approval by five member Harbor Commission. 4. \$89 billion in trade through Port in 1999. <i>Cons</i> : 1. Restricted to Tidelands Use. 2. Harbor Commission not likely to support. <i>Legal Issues</i> : Revenue raised in the Port can only be used in the Tidelands. <i>Statistics</i> : for Fiscal Year 2000, 4.5 million containers. | | | | | | |
| 5. | Web-Based Records Management System | | Fire | | Skip Beck | Mid-Term | In Process |
| Taxes, Fees, and Fines | | | | | | | |
| 1. | Admissions tax to all or selected events | GP/TF | | | A. Hough | Long-Term | See Report |
| | Report: <i>Description</i> : Tax on the consumer for the privilege of attending a show, performance, display or exhibition. Events for which the tax includes but not limited to movies, sports events, concerts, circuses, museums, horse races, skate centers, golf course green fees, and other exhibitions or performances. The tax is generally based on either a flat rate per ticket, a percentage of the admission price, or some sort of sliding scale. Certain persons can be exempt such as military, children under 12, student organizations and senior citizens. <i>Pros</i> : 1. Constant income. 2. Funds will increase concurrently with entertainment/tourism attendance and venues. <i>Cons</i> : 1. Additional tax on citizens; penalty is on users not overall. Additional tax may deter attendance. 3. Problems with enforcement if policy is not clear and understandable. 4. Support must be earned by affected groups. 5. Requires tracking and administrative support. 6. Cost of election, marketing, etc. 7. Proposal could affect Queensway Bay. 8. Loss of \$100,000 in administrative and permit fees if applied to Grand Prix due to contractual agreement. <i>Legal Issues</i> : 1. Approval required by voters in public election (Simple majority for general use of funds and 2/3 approval required for identified use). 2. If lists of events taxed are too narrow in scope, could be challenged in court. <i>Political Issues</i> : Community not supportive of new tax. <i>Timing</i> : 1. Place measure on April 9, 2002 ballot by adoption of resolution by City Council. 2. Resolution needs to be adopted no later than January 8, 2002 City Council meeting (must be at least 88 days prior to election) | | | | | | Political decision. Community climate. May not be currently acceptable. |
| 2. | Raise the Transient Occupancy Tax; each 1% is approximately \$700,000 to general fund | GP/TF/RDA | | 700,000 | A. Hough | Long-Term | Rates are already at high level – See Report |
| | Report: Results of TOT Survey: (112 cities surveyed) This survey includes results from survey conducted by City of Livingston. Current rate: Long Beach at 12% - 50% to General Fund; 50% RDA/Spec. Adv & promo, etc. The majority of the cities surveyed range from 5% - 10% | | | | | | |

Legend:
Immediate FY 01-02
Mid-Term FY 02-03
Long-Term FY 03+

| | <u>Option</u> | <u>Fund</u> | <u>Author</u> | <u>Estimated Revenue</u> | <u>Assigned to</u> | <u>Level</u> | <u>Status: Completed/Reviewed/In Process</u> |
|-----|--|-------------|---------------|---------------------------------|--------------------|--------------|--|
| 3. | Create a new tax on oil-related natural gas generation (Talk to Dennis Sullivan) | | | | A. Hough | Immediate | Pending Report |
| 4. | Increase Oil Production tax (Talk to Dennis Sullivan) | GP | Oil Prop | \$170,000-850,000 | A. Hough | Immediate | Pending Report |
| 5. | Surcharge on car rentals at airport. Use for convention center or other. | GP | | | C. Davis | Immediate | Pending |
| | <p>Report: (4/30/2001) From Chris Davis: If fees are assessed on citywide car rental agencies, the fees can be used anywhere. If they're only assessed on car rental agencies located at airports, they can only be used on airport projects. Now, we need to find out what sort of revenue might actually be generated citywide!</p> <p>4/27/01 from Mark Echmalian: Logan International Airport was contacted regarding the surcharges assessed to car rental customers. They charge a 10 percent fee on gross receipts. This fee shows up on the customer's statement. In addition, there's a \$10 per contract "Convention Center fee" citywide (not just the airport) for construction of a new convention center downtown.</p> <p>There are other instances where a fee is assessed to car rental customers citywide. According to my contact at Logan, the City of Phoenix charges \$3 per rental contract for a new baseball stadium. Another airport (SFO?) adds 2 percent for the "consolidated garage," which is the central parking terminal all the rental companies use.</p> <p>He commented that, in general, rental car companies are more accepting of fees that are intended strictly for tourism-related projects. They will vigorously fight, however, add-on fees that cannot be shown to be tourism-based.</p> <p>From this limited "study", it appears that airport-only charges are used for either airport projects or toward airport concession fees. Add-on charges for projects elsewhere in the city (and these are usually specific projects) are assessed to all car rental locations citywide. ###</p> | | | | | | |
| 6. | Implement Street Trench Cut Fees | CP 201 | PW/ES | 2,000,000 Conservative Estimate | E. Shikada | Immediate | Trench Cut Coalition. Potential Opposition. |
| 7. | Increase parking meter rates / extend hours for parking meter usage until 9:00 p.m. and include Sundays | GP/TF | PW | | E. Shikada | Long-Term | Pending |
| 8. | Charge non-residents wherever possible for use of city services. Establish a policy dealing with resident and non-resident fees with higher fees for non-residents, as we do on golf courses. Could be applied to other city programs and services. | Various | | | P. Hester | Immediate | Legal Pending |
| 9. | Sell premium tee times for advanced (2 week) reservations | GP | | | P. Hester | Immediate | Report Pending |
| 10. | Utility User Tax Extension to AES/Energy Companies -- Huntington Beach (Carol Shaw) | | | | Skip Beck | Immediate | Research in Progress -- See the following background information |

Legend:
Immediate FY 01-02
Mid-Term FY 02-03
Long-Term FY 03+

| Description | Fund | Author | Estimated Revenue | Assigned to | Level | Status: Completed/Reviewed/In Process |
|---|------|--------|-------------------|-------------|-------|---------------------------------------|
| <p>Background Information:</p> <p>4/13/2001: Letter addressed to Patrick Power, Attorney at Law, Oakland CA , request for review and written opinion. From: Robert Shannon, City Attorney by Carol Shaw, Deputy City Attorney</p> <p>RE: Exemption of AES Alamos Plant and Long Beach Generation Plant from City of Long Beach Gas and Water Utility Users Tax.</p> <p>Request for a review and to provide a written opinion. Several months ago I faxed you the attached letters from AES Alamos, LLC and Long Beach Generation, LLC states that each qualifies as an "electrical corporation" according to the definition contained in California Public Utilities Code Section 218 which forms the basis for the definition in Long Beach Municipal Code Section 3.68.020(A), and also creates the basis for the exemption from Gas and Water Utility Users Tax (UUT) for gas and/or water used in the generation of electrical energy. During a meeting at the Gas Department, you questioned whether these companies were "electrical corporations" and whether they might be subject to payment of the tax. I requested that you review the matter and provide me with a written opinion in that regard. However, with all that has been occurring in the utility arena lately, this request may have gotten misplaced.</p> <p>As the relevant UUT exemption pertains to gas usage, Long Beach Municipal Code section 3.68.040(C) states the following: C. There shall be excluded from the base on which the tax imposed in this section is computed. (1) Charges made for gas, which is to be resold and delivered through mains or pipes. 2. Charges made for gas to be used in the generation of electrical energy by an electrical corporation or governmental agency. 3. Charges made for compressed natural gas used for motor vehicle fuel.</p> <p>As the UUT exemption pertains to water usage, Long Beach Municipal Code section 3.68.060 @ states: C. There shall be excluded from the base on which the tax imposed in this section is computed charges made for water which is to be resold and delivered through mains or pipes and <u>charges made for water used in the generation of electrical energy by an electrical corporation.</u></p> <p>As noted above, the exemption in Section 3.68.040(C)(2) of the Long Beach Municipal Code provides an exemption from gas users tax for charges made for gas to be used in the generation of electrical energy by an "electrical corporation" or governmental agency. Further, Long Beach Municipal Code section 3.68.060(C) provides an exemption from water users tax for water used in the generation of electrical energy by an electrical corporation.</p> <p>The above exemption applies to these companies only if they are "electrical corporations"; however, following the many changes in the electric industry since AB1890, I am uncertain whether the definition of an "electrical corporation" may have been broadened by the CPUC and/or other Public Utilities Code sections.</p> | | | | | | |

Legend:
Immediate FY 01-02
Mid-Term FY 02-03
Long-Term FY 03+

| | <u>Description</u> | <u>Fund</u> | <u>Author</u> | <u>Estimated Revenue</u> | <u>Assigned to</u> | <u>Level</u> | <u>Status: Completed/Reviewed/In Process</u> |
|---|--|-------------|---------------|--------------------------|--------------------|-----------------------|--|
| | <p>Based upon the attached information provided by these companies, both have been exempted from the payment of gas and water users tax for gas and water used in the generation of electrical energy since taking over ownership from Southern California Edison Company in 1998.</p> <p>Your review and opinion in this matter is most appreciated. Please provide your opinion in writing as soon as possible so that I can share it with other interested persons in the City involved in tax and financial matters. ###</p> | | | | | | |
| 14. | Expand Harbor District to include all Tidelands Operations | | | | P. Hester | Immediate to Mid-Term | Report Pending |
| Miscellaneous Financial Transactions | | | | | | | |
| 1. | Include other participants (public agencies/cities) in our Investment Pool for a fee between our cost and the market (contracting-in) | GP | | | A. Walker | Mid-Term | Report Pending |
| 2. | Ensure suggested changes are made to the city's billing system in order to maximize fee recovery for city services. | GP | Fire | | B. Torrez | Immediate | Study underway |
| 3. | Survey cities throughout the United States on fee structures to ensure the city is recovering appropriate costs and/or is correctly charging for services. | Various | Fire | | Desiree Gooch | Mid-Term | Pending |
| 4. | Build truck scales off freeway | GP | | | E. Shikada | Long-Term | Chief Lance |
| 5. | Trade Prop A transportation funds with another city/agency for General Fund dollars (probably at a discounted exchange) | GP | CM | 400,000 annually | E. Shikada | Immediate | |
| 6. | Encourage other companies to purchase materials and supplies through Edison's Material Supply Company, thereby collecting additional sales tax for the City (e.g. Community Hospital of Long Beach, Inc.) (Legal ok - City Attorney approved) | GP | CM | | B. Hennessy | Mid-Term | Legal Report Pending |
| 7. | Purchasing Companies (based on SCE model) (Sales Tax Issue) | GP | | 3.2 Mil. | B. Hennessy | Immediate | Legal Pending |
| 8. | Take legal action against SCE for lost revenue due to the implementation of their partial payment posting priority policy. Collection accounts have increased dramatically. | GP | CM | | B. Hennessy | Immediate | Audit Pending |
| 9. | American Golf Water Issue | | | | P. Hester | Immediate | See Report |
| | Report: The cost of water has required American Golf to conserve water to the point that course conditions are being compromised. If the water moratorium is extended, American Golf would then be able to irrigate our golf courses at an appropriate level, with limits on use just as we have for our parks. In exchange, American Golf would agree to compensate the city (General Fund) in an annual amount in the range of \$600,000. The Water Department would then be given the opportunity to raise its rates over a period of time. | | | | | | |

Legend:
Immediate FY 01-02
Mid-Term FY 02-03
Long-Term FY 03+

| | <u>Description</u> | <u>Fund</u> | <u>Author</u> | <u>Estimated Revenue</u> | <u>Assigned to</u> | <u>Level</u> | <u>Status:</u> <u>Completed/Reviewed/</u> <u>In Process</u> |
|-----|--|-------------|---------------|--------------------------|--------------------|--------------|---|
| 10. | Workman Comp Issue | | | | Dan Gooch | Immediate | See Report |
| | Report: Number of reviews per year: 12; Average time required: 4 months; Total number of months of "down-time" of our members: 48; Average cost per month per individual \$7,500 (average salary/benefits = \$90,000). Total non-productive cost \$360,000; Savings (25%): \$90,000. | | | | | | |
| 11. | G.O. Bonds | | | | B. Hennessy | Mid-Term | Report Pending |
| 12. | Strategic Plan – Department's Strategic Plan based on potential revenue | | | | B. Phillips | Mid-Term | Report Pending |

Legend:
Immediate FY 01-02
Mid-Term FY 02-03
Long-Term FY 03+

Revenue Generating Ideas Committee

SUGGESTIONS INVESTIGATED AND DETERMINED NOT VIABLE, ARE CURRENTLY BEING PRACTICED OR PURSUED BY INDIVIDUAL DEPARTMENTS

Staff tracking only: pck5.8.1

| | <u>Description</u> | <u>Fund</u> | <u>Author</u> | <u>Estimated Revenue</u> | <u>Assigned to</u> | <u>Not Recommended</u> | <u>Being Processed</u> |
|---|--|-------------|---------------|--------------------------|--------------------|-------------------------|------------------------|
| Citywide Marketing and Sponsorship | | | | | | | |
| 1. | Convert existing abandoned corporate facilities to production sound stages | GP/TF/SAP | | | | | |
| 2. | Fire Station Sponsorship | | | | | | |
| Marketing City-Wide Data | | | | | | | |
| 1. | | | | | | | |
| Department-Specific Revenues | | | | | | | |
| 1. | Create a Long Beach "Fire District" – this is currently in place in Los Angeles County. This revenue producing mechanism raises funds for fire-related services. Fees are placed on property tax bills and could be used to offset on-going costs. | GP | Fire | | | | |
| 2. | Establish a home inspection program – Fire personnel from stations can be utilized to inspect residential homes and charge a reasonable fee such as \$25 per inspection. Improved fire safety along with the potential of reduced fire insurance costs would result. | GP | Fire | | | | |
| 3. | Increase fines for late Library returns | GP | | | | | |
| 4. | Charge fee for all Library books currently on Best Seller List (LA does) | GP | | | | | |
| 5. | Entrepreneurial Library – aggressively seek corporate and non-profit donors and creation of a Cyber-Café and Distance Learning Center | GP | Library | | | | |
| 6. | Raise marina fees once marina improvements are evident. Higher fees will help repay loans and establish a maintenance/replacement account for the marinas making them true enterprise accounts. | TF | | | | | |
| 7. | Charge fees for Youth sports (except for underprivileged) and non-residents | GP | | | | | |
| Taxes, Fees, and Fines | | | | | | | |
| 1. | Raise green fees at City golf courses, at least weekend fees Status: Done | | | | | | |
| 2. | Raise green fees at City golf courses, at least weekend fees even more | | | | | | |
| 3. | Charge green fee for seniors on the back nine | | | | P. Hester | Not politically viable. | |
| Miscellaneous Financial Transactions | | | | | | | |
| 1. | Book interest from Business License Tax surcharge to General Fund | GP | | | | | |

Legend:

Immediate FY 01-02

Mid-Term FY 02-03

Long-Term FY 03+

| | <u>Option</u> | <u>Fund</u> | <u>Author</u> | <u>Estimated Revenue</u> | <u>Assigned to</u> | <u>Not Recommended</u> | <u>Being Processed</u> |
|-----|---|------------------|---------------|--------------------------|--------------------|------------------------|------------------------|
| 2. | Pursue State rebate monies for Police Officer investigation costs per SB90 Police Officer Bill of Rights (POBOR) | GP | | | | | |
| 3. | Allow and charge employees for car wash behind PD headquarters | GP | | | | | |
| 4. | Create an assessment district to charge peninsula residents for the cost of annual sand replenishment | TF | | | | | |
| 5. | Rent Council Chambers to public for special events | GP | | | | | |
| 6. | Develop a citywide yearly parking pass, which can be purchased for use in all city lots, and the beach lots, etc. | GP/TF/Cvc Center | | | | | |
| 7. | Encourage the City to host "How to" seminars on a variety of subject matters in order to draw visitors to the city. <i>More revenue would be realized by increased TOT and Sales Tax.</i> | GP | Fire | | | | |
| 8. | Continue contracting concept once a policy is developed, especially if you can do it and not have to eliminate staff. Prime candidate is Street Islands. | Various | | | | | |
| 9. | Contract-in for consulting to other cities and agencies in award-winning areas, such as Parks/Recreation/Marine Department | Various | | | | | |
| 10. | Open Aquarium Store to the public | GP | | | | | |
| 11. | Charge employees for parking in Lincoln and Broadway Parking Lots | Cvc Cntr | Library | | | | |
| 12. | | | | | | | |
| | | | | | | | |

Legend:

Immediate FY 01-02

Mid-Term FY 02-03

Long-Term FY 03+

Attachment 9

Schedule of Proposed Community Events and Key Dates

Attachment 9:

Schedule of Proposed Community Events and Key Dates

| | |
|---|--------------------------|
| Acting City Manager presents final proposed Plan to City Council | January 28, 2003 |
| City staff provides synopsis of survey and Plan to boards, commissions and committees | February 2, 2003 |
| City Council initiates series of community meetings to discuss the Plan: | |
| California Recreation Center - Social Hall | February 6, 2003 |
| Veterans Park - Social Hall | February 10, 2003 |
| Recreation Park - Bruin's Den | February 13, 2003 |
| City Hall - City Council Chambers - Budget Workshop | February 18, 2003 |
| Houghton Park - Child Care Room | February 19, 2003 |
| El Dorado Branch Library - Meeting Room | February 20, 2003 |
| Main Library - Auditorium | February 24, 2003 |
| Town Hall Meeting - Long Beach Energy | March 1, 2003 |
| City Council endorses a final Plan | March/April 2003 |
| City staff initiates Fiscal Year 2004 (FY 04) budget preparation based upon endorsed Plan | April 2003 |
| City begins FY 04 | October 1, 2003 |
| General election | April 4, 2004 |
| City begins FY 05 | October 1, 2004 |
| General election | April 4, 2006 |